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Managing Corporate Social Responsibility A Multiple Case Study

Master's Thesis in the International
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Subject: Information and Knowledge Management	
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Title: Managing Corporate Social Responsibility: A Case Study	
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<p>Abstract: Over the recent past the subject of Corporate Social Responsibility (CSR) has been given growing attention by academics and practitioners. This has contributed to strategic challenges as the corporate world becomes more globalised. CSR has proved to be standard as a management technique, formalized, incorporated, and widely assimilated into organizational frameworks, policies, and procedures. In this multiple case study research on two mining companies in Zambia, CSR knowledge management is studied to explore how organizations can bring this knowledge into action to improve their competitiveness. Information for this study was collected by conducting semi-structured interviews with people involved and knowledgeable about CSR in the two companies. The research question was answered by applying a within-case analysis and cross-case analysis. The findings show that internal and external organizational factors, such as, stakeholder engagement, employee involvement, HRM practices, CSR communication and organizational culture are decisive factors that bridge the gap between knowledge management and CSR. The study confirms that CSR activities are a variable resource that needs to be managed well to achieve the company's competitive advantage. The study background is Zambia, thus, when applying the findings to other cultural and geographical settings, limitations may exist. This thesis offers valuable information on the practical application of CSR knowledge management in the mining sector. A significant part of the literature in the area of strategic management has previously been studied as independent research on subjects such as CSR and knowledge management. This study provides a new insight into the relationship between CSR knowledge management and competitive advantage.</p>	
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1. INTRODUCTION

1.1. Area of research

In the recent past, rising attention has been paid by scholars and practitioners to the topic of ‘Corporate Social Responsibility’ (CSR). As more companies internationally extend their activities, more complicated issues emerge about how best to manage the variety of interests, norms, laws, and expectations (Freeman, Harrison, Wicks, Parmar & Colle 2010 p. 255). CSR as a management strategy has turned out to be commonplace, formalized, integrated, and deeply assimilated into organizational structures, policies, and practices. Primarily by means of “business case” reasoning, CSR has been speedily adopted as a valuable practice both to businesses and society. In addition, scholastic recognition, enthusiasm, and proliferation are the other components driving the growth trajectory of CSR. In many disciplines there has been an explosion of rigorous theory building and research on the subject, and it is expected that this will continue and grow. (Carroll 2016.) Moreover, there is a consensus among scholars that CSR is divided into three areas: economic, environmental, and social responsibility. The Commission of European Communities (2011) defines CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”. Similarly, both the corporate and stakeholders acknowledge the importance of CSR.

CSR is a tool for companies to contribute to society. For instance, multinational companies (MNCs) in the mining industry, particularly those operating in developing countries (such as Zambia) are continuously scrutinized from numerous societal groups (governments, environmental, indigenous people, and human rights movements). This pressure is as a result of various forces, such as climate change and globalization. Owing to this scrutiny, mining companies have progressively begun focusing on environmental, as well as, social responsibilities to ensure their reputation is protected (Surroca, Ribo & Waddock 2010). However, scholars have argued that there are several ways that CSR benefits the company. For example, Tuan (2015) found a link between CSR and entrepreneurial orientation (the degree of proactivity, innovativeness, and risk-taking in the behaviour of an organization) that has a positive effect on the sharing of knowledge. Similarly, Rupp, Shao, Thornton and Skarlicki (2013) studied the reactions of employees to perceived corporate social responsibility (CSR). Their results show a positive

relationship between CSR and organizational engagement of employees. In addition, Rupp et al. (2013) suggest that the CSR attitudes of individuals contribute favourably to the career pursuit expectations of candidates and the citizenship behaviours of employees. Research in this area, however, is still in its infancy.

1.2. Research problem and research gap

CSR as a concept covers a variety of issues which have grown in significance for global business success. Being socially responsible means that corporations can now take their obligation to allocate enough funds and other resources to allow them to gain a competitive advantage. It is therefore not surprising that the main focus of CSR research was on the institutional level (i.e., addressing community-related CSR activities) (Mayondi 2014), and more recently, at the organizational level of analysis (Lee 2008), with numerous studies focused on the relationship between CSR and firm financial performance. In addition, a review of the literature has highlighted the macro and institutional levels studies, leaving less done at the micro level (Glavas 2016). This study addresses this issue by considering micro level management of CSR knowledge.

Despite increasing attention, in developing countries, particularly in Sub-Saharan African countries (Choongo, van Burg, Masurel, Paas & Lungu 2017), there has been very limited research on CSR. Recent studies suggest that the interpretation and application of CSR vary across countries and time (Tilt 2016). In addition, as economies are increasingly interconnected due to the dynamics of globalization, most developing-countries CSR studies have adapted theories from developed-countries' research. As stated by Tilt (2016), many developing countries studies choose a structure for their investigation based on those shown to be effective in explaining disclosure in developed, capitalist economies. These studies fail to examine fully the contextual factors that affect firms and their coverage in countries with diverse financial, political, legal and/or cultural backgrounds. Lindgreen, Swaen, and Campbell (2010) emphasize the importance of cultural aspects in deciding what organizations need and expect when addressing economic, legal, ethical, and discretionary issues. This research illustrates this disparity in the knowledge management perspective in the CSR discourse.

Furthermore, taking the scarcity of original theoretical frameworks into account, CSR studies on developing countries need to go beyond what is known to address critical gaps. In addition, most previous CSR studies on developing countries have shown that

companies are beginning to gain competitive advantage by being socially and/or environmentally responsible (e.g., Tilt 2016). Guadamillas-Gómez¹, Donate-Manzanares, and Škerlavaj (2010) note that while there is recognition of the need to consider CSR as a fundamental part of the company's strategic activities, there are still scarce models or frameworks that demonstrate how CSR can be permanently integrated into business and corporate strategies.

Constantly, the world is changing at a rapid pace, and organizational awareness in taking critical roles for survival; organisations are required to improve continually to remain "on top of the game." Research has shown that knowledge management is essential to the sustainable competitive advantage of a business (e.g., Hislop 2013). Practitioners and scholarly forums have increasingly discussed topics related to a combination of CSR and the firm's competitive strategy (Sharp & Zaidman 2010). Recent studies have therefore concluded that the company should act strategically with respect to CSR activities. Maxfield (2008), argues that this can be achieved by using the same structure that drives the company's core business choices to make CSR a competitive advantage source. However, the literature suggests that there are few, if any, empirical studies on knowledge management within the CSR context (Glavas 2016). Morgeson, Aguinis, Waldman, and Siegel, (2013) argue that there has been a growing interest among organizational decision-makers in how to manage these activities and how to allocate resources to them due to the rising demands of consumers, investors, suppliers, and workers for CSR. This study therefore fills this gap by attempting to better understand the theoretical underpinning of CSR in Zambia, its management and how this knowledge can be put into practice by the organization in order to increase its competitiveness.

1.3. Research purpose and research question

In line with the preceding section, the purpose of this study is to explore CSR knowledge management at two Zambian mining companies and how organizations can bring this knowledge into action to improve their competitiveness. This thesis is divided into two sections to address this issue. First, there is an overview of CSR and knowledge management (KM) concepts from previous studies. Second, this study uses a qualitative case study to concentrate on knowledge management at the micro-level of CSR. The empirical case study results are evaluated against the assumptions from the literature review. The primary research question (RQ) is therefore formulated as follows:

RQ: *How does CSR knowledge management impact an organization?*

To answer the central question, four sub-questions (SQ) are:

SQ1: What are the steps involved to integrate CSR initiatives into the business and corporate strategy?

SQ2: What are the main challenges associated with implementing CSR knowledge management initiatives in the focal organizations?

SQ3: How is CSR knowledge identified, assimilated and communicated with the organizations?

SQ4: How can CSR knowledge management generate and sustain competitive advantage?

Zambia has been chosen for three reasons for this analysis. First, the study is different from other CSR studies as samples from a developing country are used (Tilt 2016). Second, there is a gap at the micro level of investigation in CSR research (Aquino & Glavas 2012; Glavas 2016), particularly in sub-Saharan African countries. Finally, the study improves understanding of CSR knowledge management in a developing sub-Saharan African country, Zambia, where limited research is available (Choongo et al. 2017). Furthermore, all fields (CSR and Knowledge Management) have thus far evolved in isolation. Hence, this thesis aims to investigate whether a combination of these lines of research can provide competitive advantages for companies. The empirical objectives of this thesis thus, are as stated below.

To identify what CSR activities and knowledge are found in the company

To analyse how CSR knowledge is identified, assimilated, and disseminated (capturing, sharing, and mapping of knowledge among various actors, such as employees)

To investigate how CSR knowledge management can be an opportunity to generate and sustain the company's competitive advantage (why does it affect employees).

To examine factors affecting the management and implementation of CSR (Institutional theory) (how CSR is experienced by employees)

1.4. Limitations

It is important to clarify at the beginning what this study is attempting to do and is not trying to do. This qualitative study aims to explore CSR knowledge management at two mining companies in Zambia. According to Wiersma (2000 p. 211), since “qualitative

research occurs in the natural setting, it is extremely difficult to replicate studies”. Thus, the results of this study cannot be generalised to all mining companies in Zambia. The thesis also seeks to examine how organizations can implement this knowledge to enhance their competitive advantage. Moreover, there is much debate about the terms associated with CSR. This study, however, does not focus on expanding the debate on accurate meanings and terminology but rather on understanding the underlying assumptions relevant to the wider CSR as a concept. As far as the literature review is concerned, CSR is such a broad term. Thus, the section on CSR specifically addresses the subject from the strategic management perspective.

Additionally, compared to previous studies on the topic (see Table 1), this study is aimed at incorporating and synthesizing both literature strands within CSR and strategic management. This study uses the company's stakeholder theory, and knowledge-based view (KBV) to understand micro-level CSR knowledge management.

Table 1. Previous research on related CSR knowledge management

Author	Publications	Findings
Webb (2014)	“When and How to Pursue Corporate Social Responsibility with Core Competencies”	CSR initiatives are most likely successful and sustainable when a firm accurately identifies the benefits and costs of potential CSR initiatives and implements them consistent with its core competencies.
Guadamillas-Go mez and Donate-Manzanares (2011)	“Ethics and Corporate Social Responsibility Integrated into Knowledge Management and Innovation Technology”	CSR initiatives have a positive effect on competitive advantage through the development of intangible assets, for which KM is an essential tool.
McWilliams and Siegel (2001)	“Corporate Social Responsibility: A Theory of the Firm Perspective”	There is an "ideal" level of CSR, which managers can determine via cost-benefit analysis, and that there is a neutral relationship between CSR and financial performance.
Glavas and Kelly (2014)	“The Effects of Perceived Corporate Social Responsibility on Employee Attitudes”	Social responsibility has an effect on employee attitudes beyond environmental responsibility, which is due to the relational component of social responsibility (e.g., relationships with community).

Tuan (2015)	“From Corporate Social Responsibility, through Entrepreneurial Orientation, to Knowledge Sharing A study in Cai Luong (Renovated Theatre) Theatre Companies”	CSR help facilitate knowledge sharing among employees
Sharp and Zaitman (2010)	“Strategization of CSR”	CSR strategization may be attributed to the moral and value-centric nature of CSR activity.
Rupp et al. (2013)	“Applicants’ and Employees’ Reactions to Corporate Social Responsibility: The Moderating Effects of First-Party Justice Perceptions and Moral Identity”	Shed light on micro (employee)-level CSR phenomena and offer implications for both research and practice.

1.5. Thesis outline

The remainder of the thesis is as follows (see Figure 1). Chapter 2 presents the study-relevant analysis of previous CSR literature, particularly from a strategic management point of view. The methods on which this thesis is based are discussed in Chapter 3. The empirical framework is discussed in Chapter 4. Chapter 5 provides the outcome’s analysis and interpretation. Chapter 6 presents further discussions and a summary of the findings.

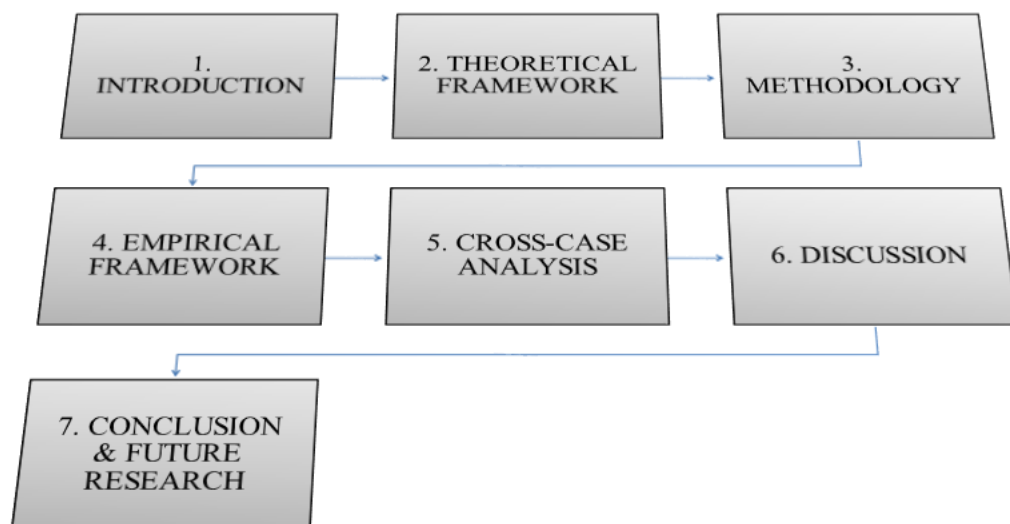


Figure 1. Outline of the thesis structure

2 THEORETICAL FRAMEWORKS

2.1. Introduction

This chapter attempted to summarize and inspire the subject in the introductory chapter to the study "managing corporate social responsibility." The intent of this chapter is to link this research to previous scholarly attempts to define, evaluate and clarify CSR knowledge management in organizations. Among the goals, this chapter will assess what was discovered in other academic contexts, as a basis for the findings of this study. Moreover, this chapter attempts to give previous research on the subject a general critical evaluation. The amount of potentially relevant literature is enormous and comes from various sources: for the purpose of this study, the review will focus on the CSR studies linked to strategic management, with special attention given to the management of CSR knowledge that positions an organization competitively in the industry. Next, a brief history of sustainability thinking from a business perspective is given.

2.2. History of sustainability thinking from a business perspective

The concept of Sustainability is not new (Kidd 1992). Literature has shown a long history and evolved over time. Perhaps notably, numerous intellectual and political currents of thought have shaped conceptions of the historical development of sustainability (Kidd 1992 p. 3). This section of the thesis explores the context of sustainable thought from a business perspective. It provides an overview of CSR's underlying debates and approaches, including the theories of stakeholders and knowledge-based view of the firm, the CSR pyramid, corporate social performance, sustainability, and strategic CSR, to form the basis for further discussion. It should be noted in advance that a part of this section is adapted from Takala's (2016 p. 18-23) literature review (from the CSR pyramid, through to strategic CSR sections). From an academic and practitioner point of view, the concept of corporate social responsibility is then defined.

2.2.1. Conceptualization of CSR

A corporation's duty to society is a complicated and extensive subject that has for decades been at the centre of discussion and debate (Carroll 2008). In order to explore the business motivations and company-level activities of CSR knowledge management (such as stakeholder engagement), one should consider what the idea of corporate social responsibility actually entails and how it evolves.

CSR's origins could be traced back to the 20th century. A review of the literature revealed divergent views of the exact time period and who is the concept's founder. Nevertheless, the early findings and research on the subject are generally agreed. Some scholars, for example, alluded to the fact that in 1917 Ford Motors practiced CSR when Henry Ford claimed that the target was “to do as much as possible for everybody concerned, to make money and use it, give employment and send out the car where people can use it ... and incidentally make money.” (Lee 2008 p. 54). At its inception, CSR was initially called Social Responsibility (SR). In the 1950s, social responsibility began to emerge throughout scientific literature according to Carroll (1999). It was first proposed by Bowen (1953) and given its initial definition as the duties of businessmen to implement those strategies, to make those decisions, or to follow those lines of action which are beneficial in terms of society's goals and values (ibid p. 6). According to Bowen (1953), in order to outperform competition, companies need to be aware of business ethics. Over the past decades, studies have shown that CSR as a concept has endured and continues to advance in importance and impact.

The descriptions of CSR began to appear in the 60's and 70's. Davis (1967 p. 46) claims, in particular, that a good-performing business requires a healthy society. In other words, a company is required to consider not only income, but also its social responsibilities. In addition, short-term social responsibility investments are claimed to maximize long-term gains for corporations (Davis 1960 p. 70). In fact, socially responsible activities were still considered businessmen's responsibilities in the 60's, rather than company or organization themselves. According to Carroll (1999), extending the development of the CSR definition beyond economic and legal obligations implied that social responsibilities depend, to some extent, on the degree of voluntarism.

The seventies saw an increase in social responsibility as a corporate act other than an individual act. Given this background, many interpretations of CSR have argued that an activity must be purely voluntary in order to be considered socially responsible; others have argued that it also requires legal compliance; others have argued that ethics is part of CSR; almost all definitions include business donation or corporate philanthropy as part of CSR and many commentators just associate CSR with philanthropy and do not make a factor in these other categories of responsibility (Carroll 2016.) Davis, however, defines CSR as the company's consideration and response to issues beyond its narrow economic,

technical and legal requirements. He argues that, it is the duty of the firm to determine in its decision-making process the impact of its actions on the external social environment in such a way as to obtain social benefits along with the traditional economic gains that the firm seeks (Davis 1973 p. 312–313). Most importantly, when it comes to social responsibility, the emphasis is placed on firms to assume that responsibility. Consequently, CSR appears to have shifted to a more notable term, that of social responsibility. It is also worth mentioning from Davis' description how CSR was related to its ability to sustain economic gains for the company and to distinguish it effectively from pure philanthropy.

Milton Friedman, on the other hand, joined the CSR debate in 1970, with a slightly different idea from the one discussed above. According to Friedman (1970), an enterprise's prime social responsibility is to maximize shareholder value. In addition, it is in the 1970s that Moskowitz (1972) and Vance (1975) made the first attempt to empirically prove the impact of CSR on stock performance. While empirical research on CSR characterized the seventies and eighties, the nineties saw an evolution of various types of themes. These included: stakeholder theory and corporate social performance (CSP) (Carroll 1999). The stakeholder theory states that, besides shareholders, corporations are responsible for other factors that are affected or may affect an organization's well-being, such as employees, customers and so on (Freeman 1984 p. 25). In other terms, contrary to Milton Friedman's theory, organizations are obligated to recognize their partnership with stakeholders and ensure effective operations within all of their stakeholder categories.

2.2.2. Stakeholder theory

The 'Friedman Theory', also known as the stockholder principle, as the only corporate social responsibility puts emphasis on the stockholder interest (Freeman 1984 p. 25). From the academic literature on CSR, this inconsistency between stakeholder theory and stockholder theory became a centre of attention.

Edward Freeman introduced the stakeholder theory in 1984. According to Freeman (1984 p. 52) stakeholder theory states that managers, "must pay attention to any group or individual who can affect or is affected by the organization's purpose, because that group may prevent [the firm's] accomplishments." Furthermore, the stakeholder theory holds the key to effective management and company's useful, comprehensive theory in society.

Mitchell, Agle, and Wood (1997) argue that managers need to know about their environment's influential entities (see Figure 2), those intending to impose their will on the company. Similarly, power and urgency need to be addressed if managers are to serve legitimate stakeholders' legal and moral interests. Figure 2 below presents an illustration of the relationship between corporate stakeholders.

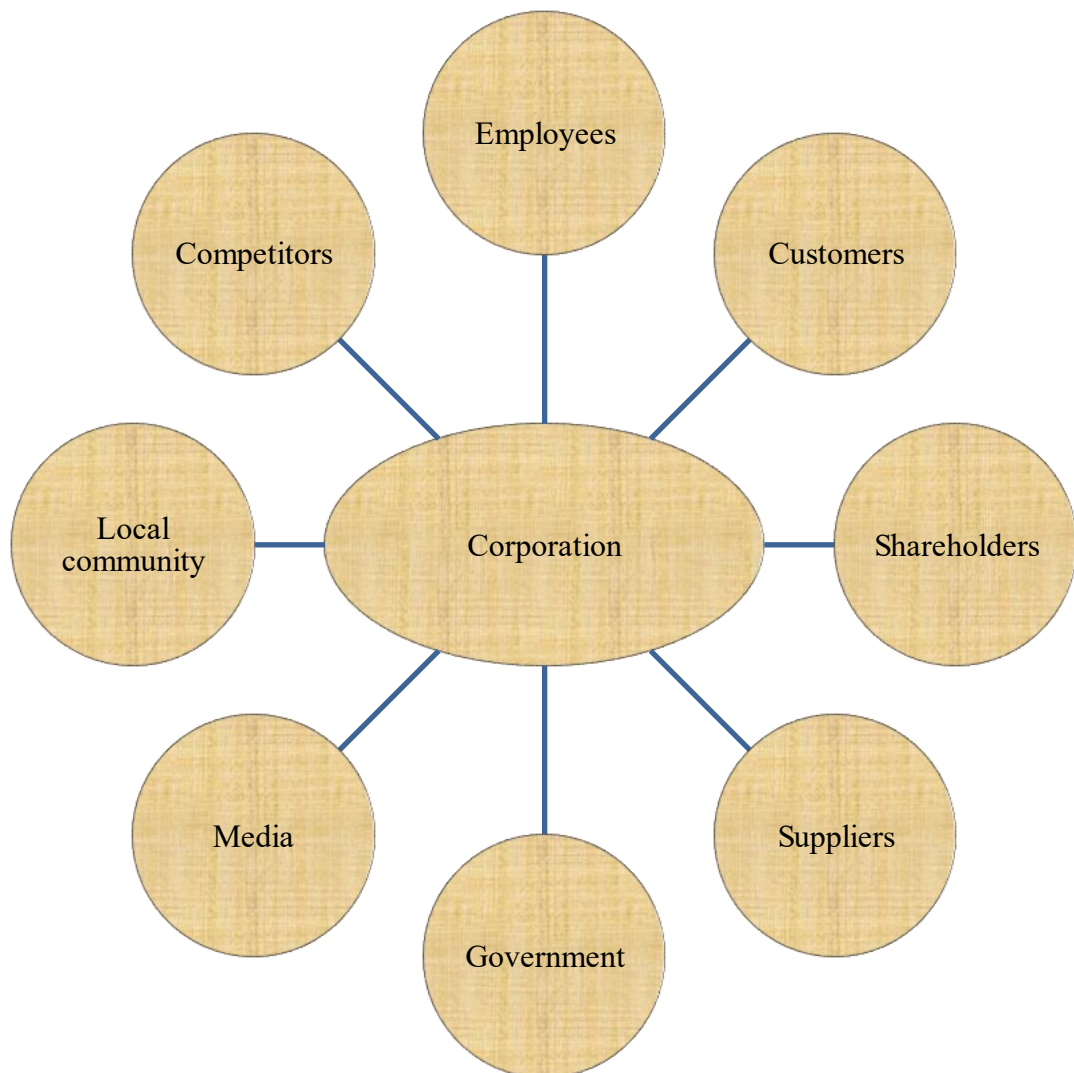


Figure 2. Stakeholder theory: an illustration of the relationship between corporate stakeholders

Source: Adapted from Freedman (1984 p. 25)

In line with the stakeholder theory, Andriof, Waddock, Husted, and Rahman (2002 p. 20) conclude that strategic partnerships are an integral part of most organizational operations in the dynamic, unpredictable world of today. Likewise, researchers found a contrast between the company's stakeholder theory and resource-based view (Barney 1991) to

understand the effect of a stakeholder emphasis. Most scholars argue that by responding to the demands of stakeholders, companies can gain a competitive advantage by developing skills and relationships with their stakeholders that, in turn, serve the firm as valuable, rare, inimitable and non-replaceable resources (Barney 1991; Mellahi, Frynas, Sun & Siegel 2016).

In particular, integrating and extending the resource-based view of the firm and stakeholder management literature, it can be argued that good stakeholder management not only enables a company with maximum profits to maintain its competitive advantage for a longer period of time, but also, more importantly, help poorly performing companies to recover more quickly from disadvantaged positions (Choi & Wang 2009). Choi and Wang (2009) argue that, unlike other traditional company resources, good relations with stakeholders will improve the flexibility of a poorly performing organization in implementing strategic changes, thus helping the company move faster out of its disadvantageous position.

Furthermore, if businesses are to deal successfully with the problems and relationships of stakeholders that threaten them today, they need a better understanding of the complexities and desires that are central to living, behaving and functioning in a collaborative partnership network. Based on the stakeholder theory and resource-based view of the firm, this thesis aims to provide a context for improving awareness of the dynamics and logic of today's increased levels of stakeholder engagement (Andriof et al. 2002 p. 20). CSR operation therefore has the potential to increase not only CSR relationships, perceptions, and recognition but also stakeholders' intent to commit personal resources (e.g., money, labour, etc.) for the benefit of the company. (Sen, Korschun & Bhattacharya 2006)

In summary, stakeholder theory has developed to address issues of (i) recognizing and managing a business in today's world (the problem of value creation and trade); (ii) bringing together thinking about ethics, accountability, and sustainability problems with the normal economic view of capitalism (the question of capitalism's ethics); and (iii) understanding what managers and students need to know about what it takes to succeed in today's business world (managerial attitude problem).

2.2.3. The pyramid of corporate social responsibility

The pyramid of CSR or as popularly known, Carroll's CSR pyramid, is a straightforward structure that helps explain how and why companies can fulfil their social responsibilities (Carroll 1991). Through separating the ethical and philanthropic aspects of corporate responsibility, Carroll extended CSR to include obligations that go beyond them, contrary to the conventional economic and legal responsibilities of business. In this context, CSR is defined as including "*the economic, legal, ethical, and discretionary expectations society has of organizations at a given point in time*" (Carroll 1979), and divided into four separate levels of economic, legal, ethical, and philanthropic obligation (see Figure 3).



Figure 3. The pyramid of corporate social responsibility

Source: Carroll (1991)

Carroll's CSR model outlines four forms of corporate responsibilities: economic responsibility for profit making; legal responsibility for fulfilling the legal requirements of the respective society; ethical responsibility for doing what is right, just and fair; and philanthropic responsibility for "engaging in social activities that are not compulsory, not

required by law, and not generally expected of business in an ethical sense” (Carroll 1979, 1991) such as educational, recreational or cultural matters. While being one of the most cited models, however, the CSR pyramid has been criticized for being less relevant in other market contexts outside the United States (Visser 2008). Recent studies, for example, have shown that this concept of CSR and how it is applied differs across countries over time, and that it is the various business cultures that have driven the rate of change and development in this regard (Masoud 2017). However, in his defence, Carroll maintains that CSR pyramid’s primacy has been solidified by four powerful CSR drivers taking hold in the 1990s and going forward. These include globalization, institutionalization, profit-making integration and academic proliferation (Carroll 2016).

2.2.4. Corporate social performance

Another fundamental theory more closely related to the actual practice of CSR is the basis for corporate social performance (CSP) (Carroll 1979; Wood 1991). Wood (1991), defines corporate social performance as “*the configuration of social responsibility principles, processes of response to social requirements, and policies, programmes and tangible results that reflect the company’s relations with society.*” In other words, it is more relevant to current corporate experience and how the corporation operates socially in the context of its stakeholders, rather than theoretical viewpoint.

The CSP theory highlights the divergent management behaviour or "social sensitivity ideologies" that organizations might have towards CSR. As Carroll notes, the sensitivity of businesses to social issues will vary based on four potential management intervention strategies, including reaction, defence, accommodation, or proaction. Specifically, businesses can 1) reject any responsibility for social issues and remain passive even when problems arise, 2) accept it and only do what is needed by concentrating on regulatory compliance, 3) recognize their responsibility and meet the needs of relevant stakeholders, or 4) expect social changes and strive to proactively go beyond industry standards. (Carroll 1979)

2.2.5. Corporate sustainability

The sustainability idea emerged from the contexts of environmental management and forestry, became a part of the CSR debate in the early 2000s, as business community became increasingly interested in the concept (Carroll & Shabana 2010). According to Brundtland (1987 p. 43), sustainable development is the ability to meet present needs

without undermining the future generations' capacity to meet their needs. It is seen by many as the key objective of CSR.

The applicability to three elements of life is fundamental to the concept of sustainability: economic, environmental, and social - the triple bottom line of sustainability by John Elkington (1997). According to Elkington, sustainability is described as a company's ability to achieve its business goals by integrating economic, social, and environmental incentives into corporate strategies, other than simply the profit aspect. In addition, this model (see Figure 4) requires companies to behave in ways that are economically viable for the long term and avoid any short-term acts that are socially or environmentally harmful (Elkington1997).

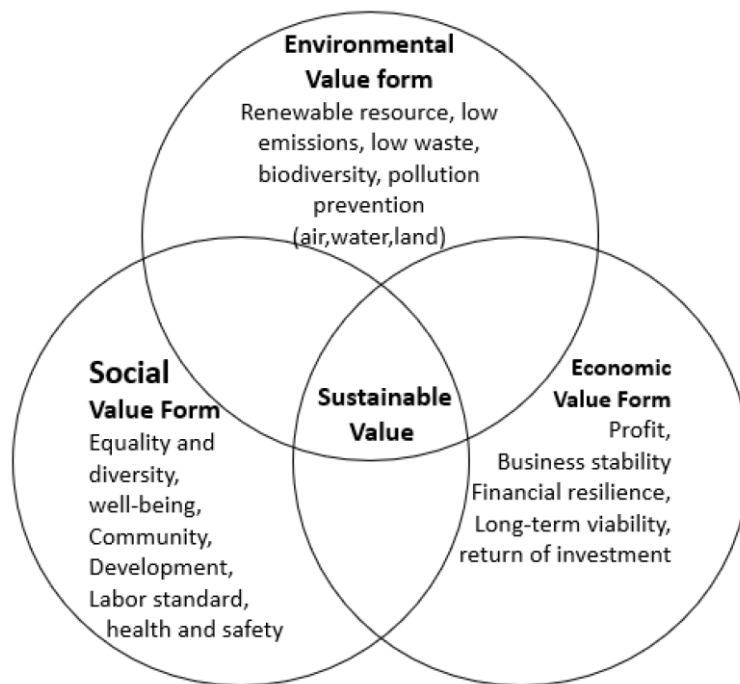


Figure 4. The triple-bottom line of sustainability

Source: Elkington (1997)

In addition, consumers are becoming increasingly interested in the corporate world to understand the effect of universal socio-ecological issues on the competitive result and competitiveness of the organization (Cörvers et al. 2016). The primary indicator of the strategic gains from sustainable 'practices' is the value that they generate for the company (Burke & Logsdon 1996). Value creation refers to the readily observable source of economic benefits the company expects to receive (Gonzalez-Padron, Hult, & Ferrell 2016). The environmental and social responsibility actions of the company clearly aid in

value creation and economic performance attainment. Studies have reported that sustainable social practices such as eradicating poverty, regulating child labour, empowering women, and educating disadvantaged society groups inspire retention of workers, improve customer satisfaction, and promote productivity in companies (Longoni & Cagliano 2016). Generally, and from a business perspective, sustainability has been described as a company's ability to endure time, both in terms of profitability and in terms of managing environmental and social assets that include its investments.

2.2.6. Strategic CSR

Over the years CSR has developed into a modern corporate strategy: from the 'businessmen' of the 50s to stakeholders and other ideas of the 90s. Research interests on CSR among scholars, companies and global organizations have increased since then, and increasingly by the public (Carroll 1999). Moreover, the beginning of the 21st century no longer saw CSR as a mere subject of study among academics, but as a pressing global issue. Arguably, "Capitalism and its destructive tendencies are manifest through its greatest creation - the Corporation" (Gray 2010 p. 57). Considering the climate change indirectly attributed to their activities, businesses are required to move towards a state where they only use resources consumed at a rate below natural reproduction, or at a rate below substitute growth.

Strategic CSR has been said to include initiatives such as CSR that provide business value and thus create sustainable competitive advantage (McWilliams & Siegel 2011). In other words, as opposed to pure enhancement of society, strategic CSR also aims to make good business sense (Burke & Logsdon 1996; Porter & Kramer 2006). As Peng (2006) puts it, "at the heart of CSR is the concept of stakeholders." It is society or the public that is playing an increasing role in what determines business success, and not just business executives (Carroll 2008). The findings by Brower and Mahajan (2013) based on a longitudinal, multi-industry sample of 447 US firms during the period from 2000 to 2007 demonstrate that firms which: (1) have greater sensitivity to stakeholder needs as a result of the firm's strategic emphasis on marketing and/or value creation, (2) face greater diversity of stakeholder demands, and (3) encounter a greater degree of scrutiny or risk from stakeholder action have a greater breadth of CSP in response to the stakeholder landscape that they face. They concluded that organizations that consider stakeholder

needs and wishes can actually boost future opportunities, and that marketing is ideally positioned to help meet various stakeholder demands. (ibid.)

CSR proponents also point to studies arguing that unplanned and insincere CSR is counterproductive and risks negative connotations from their stakeholders instead (see Carroll & Shabana 2010). Therefore, businesses are urged to follow a strategic approach if they plan to benefit from their efforts in CSR (Luo & Bhattacharya 2009) and are recommended to use the same policy process as any other strategic management decision (Porter & Kramer 2006). One proposed way of discussing and analysing planned CSR initiatives is to organize the concept into tangible social impact (e.g., pollution reduction), social programmes (targeting firm-specific goals or needs) or social policies that direct corporate decision-making. It is critical that CSR activities align strategically with firm-level objectives (Orlitzky, Schmidt & Rynes 2003). Table 2 summarizes the main arguments from the discussed theories.

Table 2. Theoretical perspectives on CSR

Approach	Author(s)	Key Argument
<i>Agency theory</i>	Friedman (1970)	A corporation's sole responsibility is to maximize the profits of its shareholders.
<i>Stakeholder theory</i>	Freeman (1984); Donaldson & Preston (1995)	The interests of other stakeholder groups, and not just those of shareholders, should also be taken into account by corporations.
<i>The pyramid of CSR</i>	Carroll (1979; 1991)	CSR is made up of economic, legal, ethical and philanthropic responsibility to society and to stakeholders.
<i>Corporate social performance (CSP)</i>	Carroll (1979); Wood (1991)	In the view of stakeholders, businesses perform differently based on their reactions and behaviour towards social issues.
<i>Sustainability</i>	Elkington (1997)	Industries should minimize adverse impacts on the environment and adhere to societal expectations to be economically viable.
<i>Strategic CSR</i>	Porter & Kramer (2006); McWilliams & Siegel (2001); etc.	As well as providing social benefits, CSR can be managed strategically to create value for the company.

Source: (Adapted from Garriga & Melé 2004; McWilliams, Siegel & Wright 2006).

However, CSR strategy allows businesses to enhance their internal and external (competitive) context by better understanding and leveraging expertise, stable relationships with stakeholders, and creating and improving intangible resources such as credibility or social capital (Guadamillas-Gomez¹ & Donate-Manzanares 2010). Moreover, there are important factors to consider, such as organizational culture, human resource practices, or knowledge management systems, in order for this process to be successfully carried out (ibid).

2.2.7. Defining CSR

Drawing from the debates from the prior sections, it can be deduced that CSR is a well-known and widely used term in business, government, NGOs and academia, but numerous scholars have defined it in various ways. According to Lindgreen and Swaen (2010), CSR does not have a widely accepted academic definition. Apart from the term "CSR" many other similar, and sometimes interchangeable concepts (such as sustainability, stakeholder management, corporate citizenship, corporate social performance) are also used to define the business-society partnership concept (Garriga & Melé 2004; McWilliams, Siegel & Wright 2006; Matten & Moon 2008). Several scholars, however, have identified shared characteristics for CSR, despite the different methods and interpretations (Carroll 1999; Crane, Matten & Spence 2014). For example, according to Crane et al. (2014), in most definitions certain critical CSR characteristics appear to be replicated. First, CSR is characterized by many as a collection of voluntary activities that go beyond legislative and regulatory requirements. Second, it is mostly concerned with taking into account a variety of different stakeholder categories, other than relying on shareholder interests alone. Furthermore, CSR is described by many as a philosophy that highlights the importance and goodness of the motives behind responsible business practices, covering all of the key business functions rather than just philanthropy and charitable activities. (Crane et al. 2014 p. 9.)

By using these scholarly insights as the basis for this work, the study defines corporate social responsibility as "a commitment to improving social well-being through discretionary business practices and corporate resource contributions" (McWilliams & Siegel 2001; Du, Bhattacharya & Sen 2010). The definition emphasizes that CSR is about the various ways to go beyond what regulations and shareholders need to increase the effect of corporate decisions and practices on a larger stakeholder community.

Furthermore, it also includes the idea that CSR encompasses all of the company's core activities and procedures, in addition to those related to corporate philanthropy, including production, supply chain management, marketing, auditing and monitoring, human resource management (HRM), logistics, etc. (Zollo, Minoja, Casanova, Hockerts, Neergaard, Schneider, & Tencati 2009). Accordingly, in this thesis, the term "CSR" is used to highlight both the environmental and social aspects of corporate responsibility equally. Similarly, a more holistic view of CSR is used in terms of commitment motivations, since in reality businesses can decide to act and invest in CSR on the basis of different ethical or strategic reasons (McWilliams & Siegel 2011). The theories and concepts discussed in the preceding sections will now be presented in the following sections.

2.3. Knowledge-based view of the firm

The knowledge-based view (KBV) of the firm assumes that firms are heterogeneous in their resources, that these resources cannot be transferred without cost from firm to firm, and that their characteristics partially determine firm results such as performance (Barney 1991). Consequently, managers have a primary task of acquiring, developing and managing firm resources. Barney (1991) argues that the potential for a sustainable competitive advantage is valuable, scarce and irreplaceable, and difficult to imitate resources.

Michael Porter has explained a way of thinking about business since 1980 that takes the “competitive strategy” metaphor as a central one (Freeman, Harrison, Wicks, Parmar & Colle 2010 p. 14). Porter and Kramer (2006) proposed that companies could add to their strategic arsenals thinking about CSR and sustainability to gain advantage. An assumption that knowledge is an important resource for the strategic competitive advantage of the firm is at the basis of the knowledge-based view (Grant 1997). Scholars have distinguished between ‘explicit knowledge’ capable of articulation and ‘tacit knowledge’ embedded in the mind of the knower and manifest in its application only. Moreover, the knowledge-based view assumes that through the process of knowledge sharing, individuals are the primary agents of knowledge creation. The key management task for the organization is therefore not to accommodate divergent goals, but to create a process by which collaborating individuals can coordinate their activities in order to translate their expertise into productive activity. Scholars have highlighted numerous

strategies for managing a firm's knowledge, including that sustainable competitive advantage can be achieved by accumulating valuable knowledge stocks.

Also supporting the relationship between responsible stakeholder management and firm performance is the resource-based view (RBV), from which the knowledge-based view derives. According to Sussland (2001), intangible assets such as credibility and efficiency and successful recruiting improve a company's ability to obtain and grow valuable resources. In addition, Barney (1991) argues that market value conditions, uniqueness, irreplaceability, and imitability, provide the business with a source of sustainable competitive advantage. Moreover, the resource-based view of the firm also implies that companies with an in-house capacity to build specific stakeholder-satisfying capabilities can also benefit from competitive advantage (Russo & Fouts 1997).

The knowledge-based view and stakeholder view, as indicated earlier, can also be stated here as being complementary rather than competing (Freeman et al. 2010 p. 118). According to Freeman et al. (2010), knowledge-based views view firms as knowledge bundles, while stakeholder theory views firms as stakeholder networks. Strong competitiveness therefore requires effective management of both organizational knowledge and stakeholder relationships, as the knowledge-based view needs completion of stakeholder theory. Freeman et al. (2010 p.12) argue that "the only way to maximize value sustainably is to satisfy stakeholder interests." This thesis suggests that knowledge of CSR activities is a valuable resource that needs to be managed well to achieve the company's competitive advantage. According to Freeman et al. (2010 p. 95), an effective management of both organizational resources and stakeholder relationships will result in firm competitive advantage. Nonetheless, since the purpose of this thesis is to examine the aspects of CSR knowledge management, it is important to understand the concept 'knowledge' and what constitutes its management in more details.

2.4. Knowledge management

Over the past two decades, the concept of 'knowledge' has gained popularity in organizations, as well as, research. Knowledge nowadays is seen as one of an organization's most important resource for competition (e.g., Spender & Sherer 2007 p. 6). Previous studies reveal, according to Hislop (2013 p. 2), that there are three main hypotheses as to the significance of knowledge management in the management of their employees by organizations. First, the fact that an immense social and economic change

took place at the end of the twentieth century, which resulted in knowledge becoming the key asset for organizations to manage (Spender & Sherer 2007 p. 6). A second key observation is that there has also been a significant change in the nature of work, with the importance of intellectual work increasing significantly (Sewell 2005 p. 685-6). The third, related key assumption is that an enterprise will likely provide a source of competitive advantage by efficiently managing its knowledge base (e.g., Swart 2011); profitability (Choi, Lee & Yoo 2010); and performance and other capabilities (Liu & Philips 2011).

Studies on knowledge management reveal several different definitions and viewpoints on the meaning of knowledge. This thesis focusses on Nonaka's analysis of the concept. Moreover, a review of the knowledge management literature reveals that Nonaka's work is well known in the "knowledge creation" area (e.g., Nonaka 1994; Nonaka & Takeuchi 1995). In addition, Nonaka's theory of knowledge creation focuses on innovation, product innovation, strategic innovation and organizational innovation (Nonaka 1994 p. 14). Nevertheless, knowing what "knowledge" is to fully assimilate the principle of knowledge management is important at this point.

2.4.1. Knowledge

In research the concept of 'knowledge' and 'information' has been examined from a variety of perspectives. Knowledge is defined as "justified true belief" according to Nonaka (1994). Nonaka believes that the concept of knowledge is critical in that it is closely linked to the "belief" of an individual (ibid). From this viewpoint, he suggests that an individual's mind or body is the source of knowledge. Another emphasis on the knowledge view of Nonaka is the knowing dimension of assurance or proof (Nonaka & Takeuchi 1995 p. 26). However, central to this interpretation is the process of 'doing'. In other words, one not only believe what one knows, but must justify adequately what they think they know with an objective of "truth". According to Chaffet and White (2011), knowledge builds on a combination of theory, information, and experience.

In addition, often the terms "information" and "knowledge" have been used interchangeably. However, Nonaka recognizes that information and knowledge (1994) are clearly distinguishable. Information has been described as "the flow of messages, while knowledge is created and organized by the very flow of information, anchored on commitment and beliefs of its holder" (ibid.). Thus, it can be seen that the importance of

human action as it relates to knowledge is placed at the centre. Brown and Duguid (2000 p. 147-71), likewise, describe three major distinctions between information and knowledge. Knowledge requires a knower; it is far harder to separate, pass and exchange than information; and knowledge is much harder to assimilate and comprehend than information. While these distinctions, however, have represented information as the building blocks of knowledge, it can be argued that knowledge can also be used for information generation (Davenport & Prusak 1998). In fact, knowledge influences the type of information that is collected and how it is measured.

Epistemologically, Nonaka claims two kinds of knowledge exist: tacit and explicit. Explicit knowledge is knowledge that in symbolic form and/or ordinary language can be codified, articulated, and communicated. On the other hand, tacit knowledge is rooted in action, practice, and participation in a particular context. This consists of both cognitive (e.g., opinions, viewpoints) and technological. On the ontological level, Nonaka argues that knowledge originates from an entity, then from a team, community, organization, and onward. Nonaka believes there is a spiral relationship between tacit and explicit knowledge (see figure 5.) that results in "new ideas and concepts" being generated (Nonaka 1994 p. 15; Nonaka & Takeuchi 1995 p. 57). He stresses that while in organizational departments there may be group limits, the degree to which social interaction between individuals who possess such ideas contributes to the creation and development of new knowledge (ibid). Figure 5 below illustrates this idea.

Nonaka thus claims that knowledge can be either form - tacit or explicit. He introduced four modes of conversion of knowledge in his work (Figure 5.), including socialization (tacit to tacit), externalization (tacit to explicit), combination (explicit to explicit), and internalization (explicit to tacit) (Nonaka 1994; Nonaka & Takeuchi 1995). In addition, the theory of Nonaka also provides an interpretation in the organization of the "enlargement" of individual knowledge using these types. Also, circumstances were highlighted suitable for promoting the organization's knowledge creation. These include intention, autonomy, fluctuation, creative chaos, redundancy, and requisite variety. In addition, Nonaka's theory provides a framework for the development of organizational knowledge. Such steps include the exchange of tacit knowledge, the development of concepts, the justification of concepts, the creation of a norm, and cross-level knowledge.

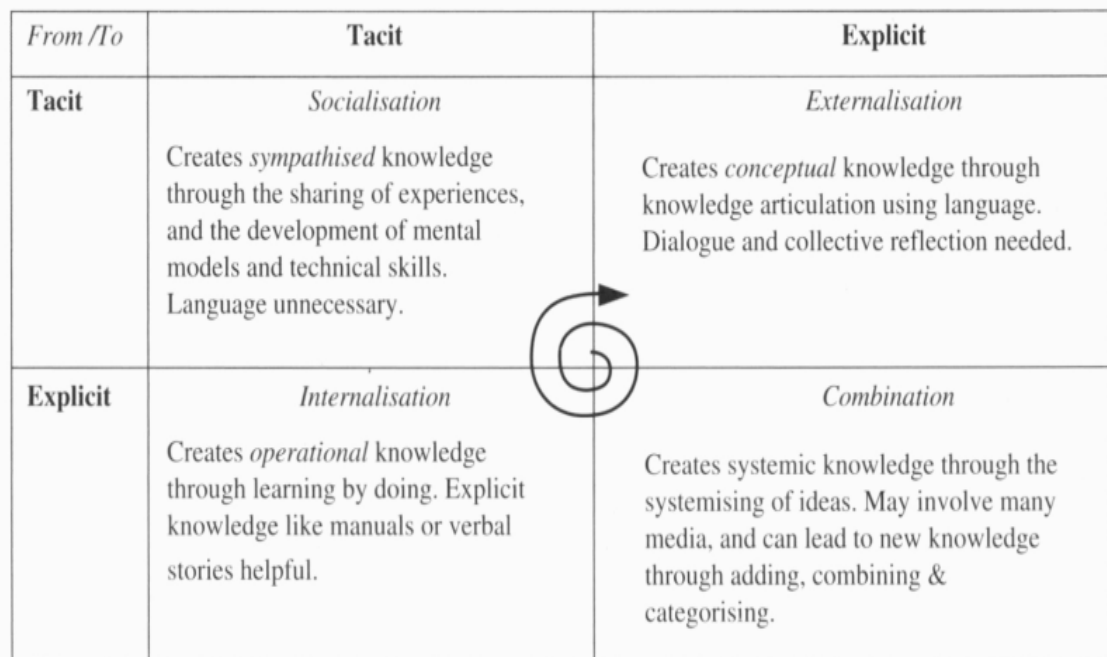


Figure 5. The SECI cycle of knowledge creation

Source: Nonaka and Tekeuchi (1995)

2.4.2. Defining knowledge management

Knowledge management (KM) is the deliberate and systematic planning, coordination, encouragement, and monitoring of the organization's people, processes, and systems to ensure that its knowledge-related assets are strengthened and employed effectively (Dalkir 2011). Researchers agree that KM can be seen as a process (see figure 6) of knowledge acquisition, creation, refinement, storage, transfer, sharing, and utilization of the intellectual asset for long-term sustainability and strategic benefit (Nonaka & Tekeuchi 1995; Dalkir 2011). Knowledge-related assets include information in the form of printed documents, such as manuals, knowledge contained in electronic repositories, such as a database of "best practices," knowledge of workers about the best way to do their jobs, knowledge retained by teams working on focused problems and knowledge embedded in the products of the company, processes and relationships.

According to Lapiņa, Maurāne, and Stariņeca (2014), KM is concerned with people in the same way as with information technology, and how they acquire and disseminate knowledge. They argue that to improve organizational effectiveness, getting knowledge from those who have it to those who need it is the fundamental element of KM (see Figure

6). In fact, the KBV (see section 2.3.) notes that knowledge is the key to organizational success in today's information age, rather than physical assets or financial resources.

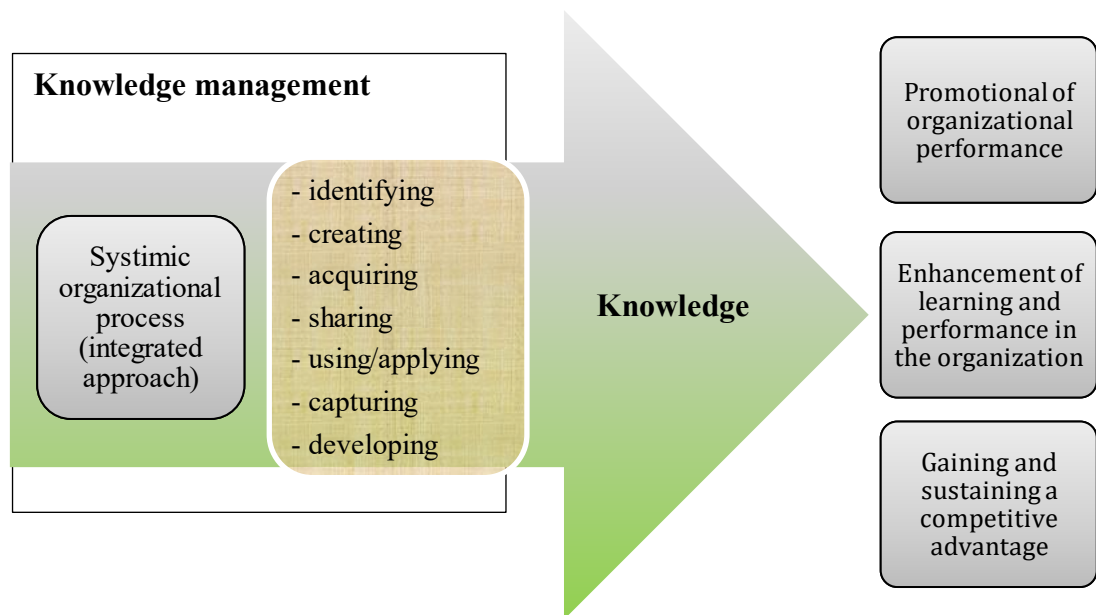


Figure 6. Concept of knowledge management

Source: Adapted from Lupina et al. (2014)

In the context of sustainability, the KM concept used in this thesis corresponds to the KM relationship. The exchange of information on a wider scale within this concept is important for the viability of competitive advantage of the firm. KM can play an important role in this respect, because of its ability to facilitate CSR related information/knowledge sharing among stakeholders. According to Clarkson (1988), stakeholder theory stresses that the sustainability and success of companies depends on the ability of the company to generate sufficient income, interest or satisfaction for its primary stakeholders, but not solely for shareholders. For instance, Post, Frederick, Lawrence, and Weber (1996, as cited in Maon, Lindgreen & Swaen 2009) find the primary stakeholders to be those whose direct relationships are necessary for the company to fulfil its task of providing goods or services for clients. Secondary stakeholders include social and political figures who support the project by tacitly approving the actions of the organization, thus making them appropriate, and giving credibility to the organization. These secondary stakeholders may include local communities, Governments and NGOs.

2.4.3. Knowledge management and CSR

Regardless of the company's aim, organizational change evolves around the processes of knowledge creation and sense-making. Drawing from the discussions from the prior section, acquiring and retaining its competitive advantage is crucial for the growth of an organization in today's competitive world. Moreover, since new knowledge is needed to bring about change, a knowledge management-based approach to CSR would provide a valid perspective on how traditional ways of running a business (Friedman 1970) give way to a more comprehensive consideration of the role of business in society (Preuss & Córdoba (2009)).

CSR does not have a single strategy that suits all companies. Each company has a unique approach to CSR. Lapina et al. (2014) argues that the main organizational stakeholders need to be identified from the outset for the development and implementation of the social responsibility plan in order to ensure the effective and sustainable operation of the business. Further, they suggest building quality relationships by identifying the interests and needs of each stakeholder, as well as, the related challenges and choosing the most appropriate strategy of cooperation with each one of them. Moreover, such a plan and corresponding actions will ensure the parties' cooperation and the company's successful operation, which in turn will lead to competitive advantage (ibid).

Preuss and Córdoba (2009) differentiates CSR into the two KM perspectives of elements and processes (see Figure 7). This differentiation enables scholars to define elements necessary to create a potentially successful CSR programme, as well as, to highlight activities necessary to connect such a programme to core organizational activities and structures (ibid). Generally, the element view illustrates a number of explicit knowledge organizations need for reference when designing and implementing their CSR strategy. It includes CSR practitioners' technical knowledge as well as elements of CSR knowledge that exist in other departments such as human resources, external affairs, marketing, or supply chain management. Where internal knowledge of CSR is found to be lacking, an element view of KM will help to identify the gaps to be filled by external experts in CSR. Therefore, the static element view of KM illustrates the significant degrees of CSR knowledge experience in codification and standardization (e.g., Nonaka & Takeuchi 1995). Codifying explicit knowledge helps to gather, store and disseminate information on CSR which, according to Preuss and Córdoba (2009), allows for greater comparability

across organizations and sectors, which in turn has enabled the development of targets and indicators for key CSR impact areas. Conversely, an emphasis at KM's view of elements will contribute to a compliance-driven approach to CSR (ibid).

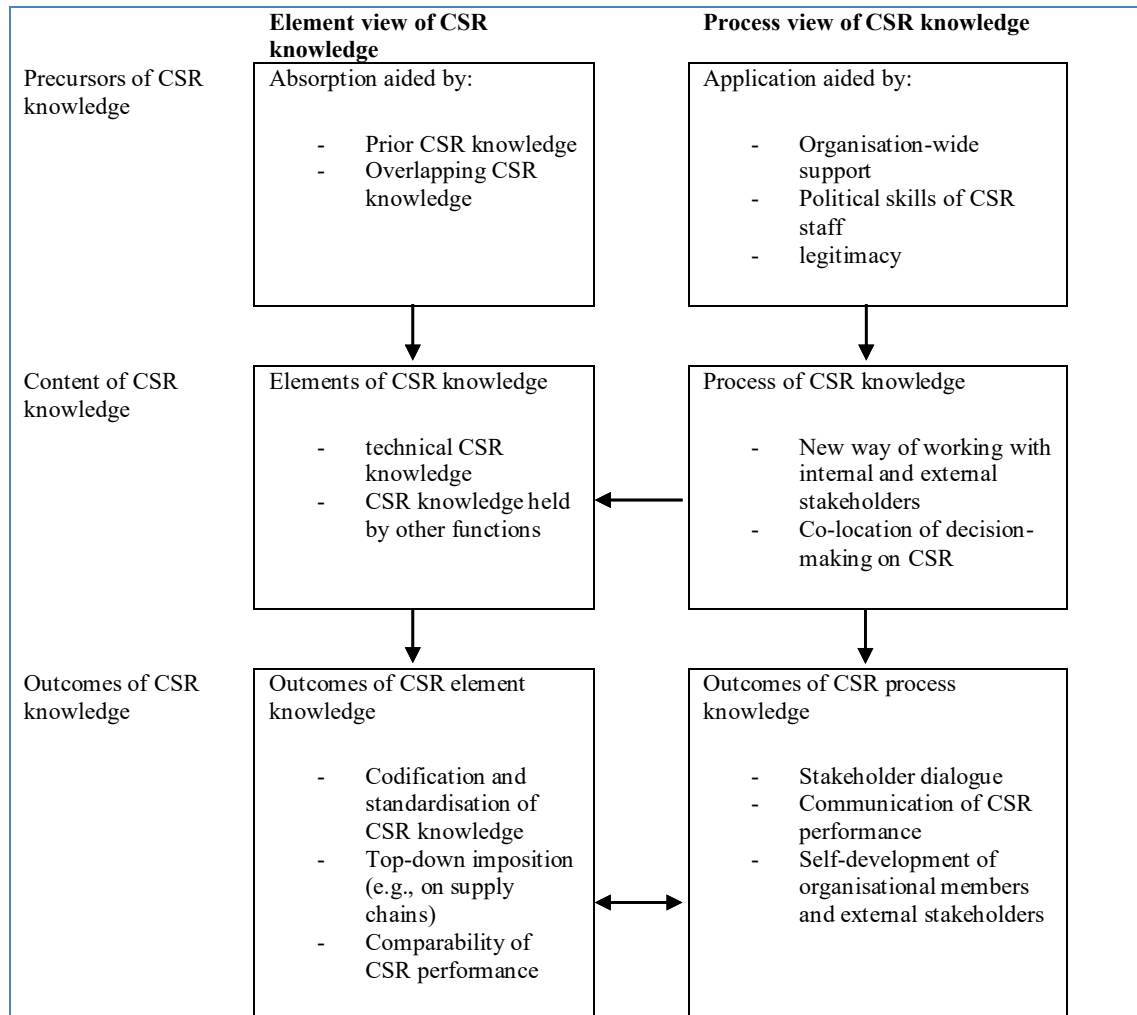


Figure 7. The interaction of the element and process views of CSR knowledge

Source: Adapted from Preuss and Córdoba (2009)

In comparison, Preuss and Córdoba (2009) contend that the process view of KM stresses the efforts required to generate CSR organizational buy-in. From this viewpoint, a shift to organizational sustainability means a new way of working with key external stakeholders and within the company. In addition, communication flows which combine top-down with bottom-up communication patterns are required. The process view highlights the need for CSR's political skills advocates to generate organizational support to integrate social and environmental externalities into corporate strategy. (ibid.) Identifying, nurturing and fostering communities of practice (Wenger 1998; Hislop 2013) is a key strategy in KM's process-oriented view.

According to Wenger (1998 p. 83), Communities of practice (CoP) is defined as “groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly”. The CoP literature closely relates to the practice-based perspective on knowledge, as it assumes that the knowledge people have is embedded in and inseparable from (collectively based) activities that people carry out (Hislop 2013 p. 155). Moreover, the informality of these communities is as a result of social interactions that are a necessary part of the work that people undertake. According to Preuss and Córdoba (2009), such systems could also be a crucial point of entry for CSR matters. Accordingly, CoP participants not only have a pool of common knowledge but also a shared sense of identity and common values that overlap. According to Hislop (2013 p. 159), the simultaneous presence of these elements enables processes of knowledge, as they simplify the communication of knowledge that is inherently sticky (tacit knowledge). Moreover, it can be argued that, first, the presence of these three elements makes it easier to understand the beliefs and principles taken for granted, which underpin tacit knowledge. Second, the presence of these elements is likely to generate and maintain trust-based relationships, creating social conditions conducive to the exchange of information. (ibid.)

The above discussions further points to the questions highlighted by Siltaoja (2014). According to Siltaoja, social change developments present an interesting challenge for CSR and the development of knowledge, and thus posing the following questions: if knowledge about social change and how to address social problems is not shared but remains private, will social change be achieved? Therefore, can social and environmental ills be a corporate responsibility priority if the information on how to solve these problems remains private? (Siltaoja 2014). Siltaoja argues that well-managed stakeholder relationships both allow knowledge development and generate knowledge about specific challenges to sustainability. He, however, posits that CSR makes strategic knowledge use even more stakeholder-dependent by managing and reacting to various stakeholder groups’ expectations (Siltaoja 2014). Conversely, Maon, Lindgreen and Swaen (2010) claim that, while CSR is often an important strategic strategy for the organization, few systematic models examine the transition of current strategic strategies, organizational culture and practices to a CSR context. Therefore, this study contributes to the debate by examining the management of CSR knowledge in two mining companies in Zambia.

2.4.4. The role of communication

This section's main aim is to review, study and synthesize the current CSR communication literature to provide insights into how organizations can more efficiently communicate their CSR activities (Du, Bhattacharya & Sen 2010). It should be noted that some ideas in this section are developed from Takala's (2016 P. 49-57) thesis work (e.g., the stakeholder awareness and engagement in CSR, message content, and message channels sections).

Based on the discussions of the previous sections, it is clear that businesses are increasingly using CSR activities to put their corporate brand in the minds of consumers and other stakeholders, such as their annual reports (Sweeney & Coughlan 2008) and websites (Maignan & Ralston 2002). Among other factors, the CSR disclosure and reports provide organizations with a good reputation in today's increasingly competitive global market. Literature review has shown that, the manner in which the corporation applies its ethical principles and values to its operations and how they are disseminated and communicated through the corporate network impacts the relationships with them all (shareholders and other creditors, consumers, vendors, staff or the wider community). (Guadamillas-Gómez¹, Donate-Manzanares & Škerlavaj 2010). Accordingly, previous studies with real stakeholders showed that knowledge among external and internal stakeholders of a company's CSR activities is typically low, thereby constituting a major drawback in the company's pursuit to gain strategic benefits from its CSR activities (Bhattacharya et al. 2008; Du et al. 2007; Sen et al. 2006). Nevertheless, recent studies have shown that, communicating about social activities does not always benefit the communicating organization, particularly because communication with CSR can trigger scepticism and cynicism among stakeholders (Lindgreen & Swaen 2010). This study aims to show that some form of communication of CSR expertise is essential for sustained performance of the company.

Allen and Craig (2016) describe communication as more than a tool to create a favourable corporate image, in order to gain or maintain credibility. It is the means of creating and disseminating sustainability-related CSR programmes within companies and among their key stakeholders (i.e., states, societies, rivals, supply chains, and employees). (ibid.) In line with corporate culture, the results of Brunton, Eweje and Taskin (2017) highlight the need not only to connect with internal stakeholders using preferred approaches, but also

to turn the organizational culture towards one that raises awareness of initiatives, including those of employees, which will increase participation in CSR programmes and increase engagement with the organization. In addition, internal and external stakeholders may benefit from the process of collecting data and writing sustainability reports. These reports provide a framework for explaining the principles and governance model of an organization and demonstrating how the corporate strategy represents its contribution to CSR and/or sustainability. (Allen & Craig 2016.)

Drawing from the constructionist point of view as based on the information use element of information behaviour, Tuominen and Savolainen (1997) take the 'discursive action' approach asserting that human reality is persons in conversation. They argue, "the study of information use cannot be considered in terms of an isolated individual or outside a specific context. Instead, it must focus on the social context, interaction, and the discourse through which the sharing of information occurs." (ibid p. 89.) Unlike the cognitive approach which looks at an individual model of the world through knowledge structures, the social approach argues that people "construct versions of reality between [them] selves and that knowledge is something people do together rather than [as] an individual possession" (Tuominen & Savolainen 1996 p. 83). Moreover, Dervin (1991, as cited in Pettigrew, Fidel & Bruce 2001) asserts that there cannot exist any information unless a human subject (or human subjects together) constructively makes sense of the received messages. Overall, the "social approach" to information behaviour can be helpful practically in the development of knowledge management systems as research has shown that individual knowledge is an important organizational resource, but it the collaborative knowledge that determines the organization's sustainable competitive (e.g., Hoopes & Postrel (1999 p. 838). Moreover, knowledge sharing requires a comprehensive amount of social interaction and face-to-face communication (Hislop 2013 p. 42). Similarly, an employee needs to develop, share and communicate knowledge by working on a task or closely observing a work colleague carrying out a particular task.

Stakeholder awareness and engagement in CSR

According to Du, Battacharya and Sen (2010), building stakeholder awareness and managing stakeholder attributions to the CSR initiatives of an organization are crucial requirements for gaining the strategic benefits of CSR. Forehand and Grier (2003) argue that stakeholders do not react negatively to extrinsic CSR as such but react negatively to

marketing strategies that tend to be coercive or misleading. They argue that it is, thus, important for managers to have a deeper understanding of key CSR communication issues, which include: concerns about what to communicate (message content), where to communicate (message channel), as well as, an awareness of specific factors influencing the efficacy of CSR communication for the organization and stakeholders. A key challenge in the design of an effective communication strategy for CSR is how to minimize stakeholder scepticism and communicate beneficial corporate motivations within the CSR activities of an organization.

Message content

According to Du et al. (2010, as cited by Takala 2016), a CSR message from a company can be directly linked to a social cause or to the particular interest of a company in a social cause (such as a message on climate change by a mining company). Accordingly, the company should emphasize the importance of the social issue and demonstrate a lack of self-interest by selecting topics that are not logically linked to the operations of the organization, alleviating the suspicions of customers about further motivations and improving the advertising's credibility (Menon & Kahn 2003). Moreover, Du et al. (2010) also suggest other factors (see Figure 8), such as, an organisation's commitment to a cause, its effect on the cause, motive for CSR, and the congruity between the cause and the operations of the organization (CSR fit) as important contents of a credible message.

Message channels

There are a number of communication channels through which knowledge about a company's CSR programmes or record can be disseminated (Du et al. 2010). Accordingly, an organisation can communicate its CSR activities through official documents, annual reports or press releases, and websites; TV commercials, magazines or banners, and product packaging can also be used to convey the CSR programmes (ibid). Besides formal channels, Du et al. (2010) suggests that companies should try to encourage informal and reliable channels of communication among stakeholders, such as word-of-mouth. Dawkins (2004), for example, stressed that organizations should not underrate employee power and reach as CSR communicators. Studies on employee engagement by Dawkins (2004) found that about one-third of employees have encouraged someone to use their business because they have acted responsibly. Because employees usually have broad reach among other stakeholder groups through their social ties and are often considered

a source of credible information, companies should ‘fine-tune’ their internal communication strategy for CSR and find ways to engage employees and turn them into CSR advocates for companies (ibid).

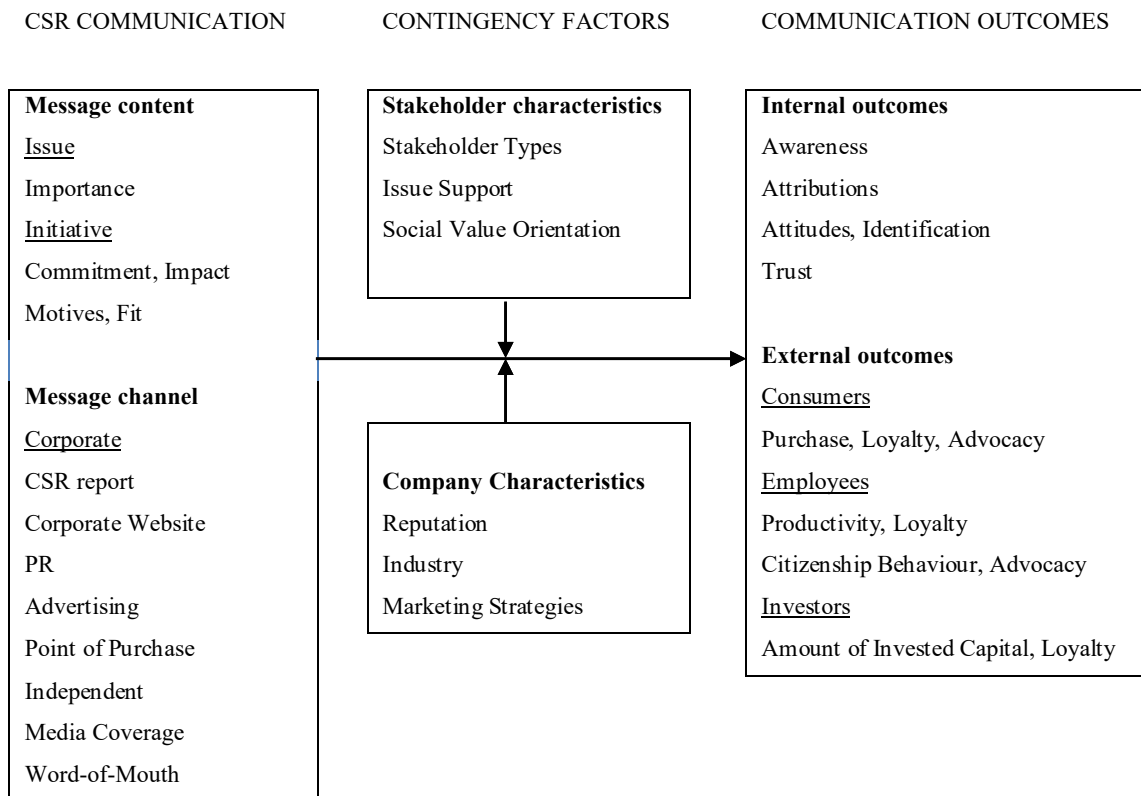


Figure 8. A framework of CSR communication

Source: Du et al. (2010, adapted from Takala 2016 p. 55)

Moderators of communication: company-specific factors

Prior CSR research revealed two factors that have influence on the effectiveness of CSR communication (Du et al. 2010). These factors include corporate reputations, which has been defined as “a collective representation of a firm’s past actions and results that describes the firm’s ability to deliver valued outcomes to multiple stakeholders” (Gardberg & Fombrun 2002); and CSR positioning, which according to Du et al. (2010) refers to the degree to which a business positions itself, compared to competition, in the minds of customers, in its CSR activities. Corporate reputation includes various aspects, including product quality, innovation, investment value, people management, and CSR (ibid). According to Fombrun and Shanley (1990), reputation can influence the efficacy of CSR communication, as it often serves as an established scheme on which stakeholders depend to view vague company information including its CSR activities. According to Yoon et al. (2006), companies with a good reputation, considered to have high source

credibility, would most likely have positive effects from their CSR communications increased, whereas the results of CSR communication will be dampened or even backfired in the case of companies with bad reputations.

In line with CSR positioning, Du, Bhattacharya and Sen (2007), argue that, considering that the business has taken the relatively unusual and perhaps risky approach of positioning itself on CSR rather than superficially participating in such activities, Stakeholders are not only likely to pay more attention to their CSR message but also to trust in the validity of their CSR activities, leading to greater support for the organization.

Moderators of communication: Stakeholder-specific factors

Du et al. (2010) highlighted three stakeholder-specific factors found to have an effect on CSR communication. First, stakeholder type has an influence on CSR communication due to diverse expectation by stakeholders concerning CSR and information need. Therefore, Organizations should use a variety of communication channels or, instead, concentrate on one or two highly important platforms to efficiently reach the general public. Second, they argue that the degree to which stakeholders support the issue of a company's CSR initiative can impact the efficacy of CSR communication because it relates to the willingness of stakeholders to process CSR information. According to Bhattacharya and Sen (2004), the awareness and knowledge of individuals about a social issue also leads to greater support for that particular issue. For this purpose, organizations need to clarify and convey the value of the focal issues of their social programmes to improve the support of stakeholders' concerns (Du et al. 2010). Another way to increase issue support is to directly involve stakeholders in the CSR effort, soliciting input from stakeholders in choosing which social issue to help, or which non-profit organization to engage. Lastly, social value orientation, defined according to Van Lange, Agnew, Harinck and Steemers (1997) as an individual's "stable preferences for certain patterns of outcomes for oneself and others", will also influence the efficacy of CSR communication, due to the motivation of stakeholders to process CSR information (Du et al. 2010). Pro-socials or "CSR advocates" are often more supportive of CSR programmes by companies in general and are of course more open to CSR communication. In addition, communication is more productive among workers who support and respect CSR more, as a concept, and less effective among people who do not (Du et al. 2010). Moreover, CSR initiatives should start at "home" - within the organization - as employees are the

connectors to the outside stakeholders. Similarly, Spiller (2000 p. 154) summarized the employee perspective on CSR as an inclusion of fair remuneration, effective communication, learning and growth opportunities, fulfilling work, a healthy and secure work atmosphere, equitable job opportunities, job protection, competent leadership, community spirit [and] social mission integration.

2.5. CSR in practice

Because of the demand from socio-economic actors on organizations to demonstrate their economic, legal, ethical and discretionary existence, CSR has become a primary concern of contemporary business (Maon et al. 2010). Similarly, the lack of consistency on the substance of CSR is said to be even more prevalent among business practitioners (Wood 1991), since in practice it is difficult to conceptualize the vast array of different policies and programmes frequently classified under CSR. Thus, one may tend to ask what corporate social responsibility for companies really is, or which particular practices pertain to CSR? In business practice, Elkington's (1997) triple bottom line model (see Figure 4 on page 16) of economic, social, and environmental sustainability is said to be the most common concept demonstrating the wide range of CSR policies and activities (Garriga & Melé 2004). Nevertheless, these elements can apply to a host of different activities and areas, from good governance to environmental management to various HRM practices. In their study, Rangan, Chase, and Karim (2015) categorized organizations' traditional CSR practices into three different avenues of practice: philanthropy-focused projects (e.g., community development), organizational efficiency-enhancing programmes (e.g., lowering costs through eliminating resource use or increasing productivity by improving working conditions) and business model development practices (creating new ways of addressing social or environmental challenges) (Rangan et al. 2015). In the Zambian context, Masoud's (2017) research found that most CSR activities are associated with different forms of interaction and awareness to the local and wider community.

Nonetheless, it should be noted that the CSR content is very context-specific (Tilt 2016). According to Tilt, different political, social cultural, and economic environments impact on both the development and reporting of CSR activities. Moreover, it can also be said that practices defined as CSR vary depending on which part of the overall value chain the company operates – firms further up the value chain will define it differently from those

closer to the consumer (O'Connor & Shumate 2010). Furthermore, it is important to note that organizations can have divergent focus areas and motivations for CSR, which then push them to differently interpret and define the concept.

2.5.1. Company's motivation for CSR

As noted at the outset, progressively businesses are beginning to acknowledge corporate social responsibility and sustainability issues as corporate strategy. However, there are a variety of reasons why corporations should get involved in CSR. This section addresses the different external and internal factors, and other catalysts influencing organizations and managers to make decisions about the degree and form of CSR action (see Takala 2016).

As stipulated earlier, the forces pushing companies to recognize their impact on society emerged from the external market demands and expectations of various stakeholders (Bhattacharyya, Sen & Korschun 2008). For most companies, this is still the case, as the motivation and need to pursue CSR initiatives still comes from outside the firm (Kiron, Kruschwitz, Haanaes, & Velken 2012). Vogel (2005 p. 2) claims that, in the absence of legal requirements, certain companies choose to behave more responsibly for political, defensive, or altruistic reasons. This is based on the premise that companies achieve a competitive advantage by integrating non-economic factors (Porter & Kramer 2006), differentiating themselves from competitors and building a better image and reputation (Fombrun & Shanley 1990), and increasing consumer confidence and employee positive attitudes and behaviour (Rupp et al. 2006). From these principles, companies realize that designing and implementing CSR programmes offers a win-win scenario to the business and its culture (Maon, Lindgreen & Swaen 2009).

However, such external factors or market forces for CSR are often linked to the multiple megatrends driving sustainability and corporate socially responsibility actions in general, such as globalization, resource scarcity or climate change, or other demands from specific stakeholder groups (Crawford & Scaletta 2005). The drivers of stakeholder expectations may include, for example, increased government regulation related to environmental or social conditions, international standards and CSR metrics (such as specific CSR measures, rankings, and indexes), peer pressure from CSR-active rivals, increased consumer demand for socially responsible goods, or investor advocacy in the context of

socially responsible investment (SRIs) (McWilliams & Siegel 2001; Porter & Kramer 2006).

Often, businesses may have various internal explanations for participating in CSR. Previous research suggests that, the internal motivations and justifications for CSR at the company level can be divided into two general categories, moral (non-instrumental) and business (instrumental) motives. In other words, there may be a normative case for businesses to participate in CSR, characterized by the desire to do good and what is regarded as ethically appropriate and reasonable, or the company's reasons that contribute to the CSR business case, demonstrating the enlightened self-interest. Nonetheless, in reality, the company's actual CSR responses and behaviour will represent a combination of ethical values and financial motives (Smith 2003).

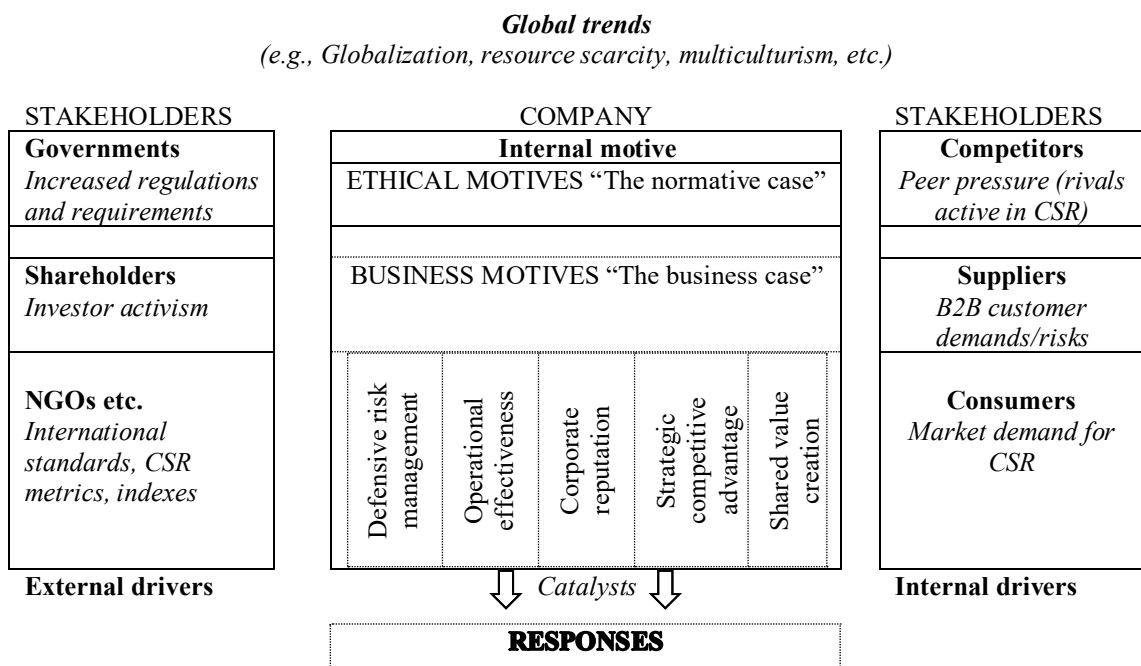


Figure 9. Motives and drivers for CSR engagement

Source: (Adapted from Takala 2016 p. 28)

Apart from the external factors and internal motivations of CSR involvement, multiple catalysts are examined to either promote or prevent CSR behaviour in practice. Whichever approach to categorization one applies, the emphasis and commitment of the top management teams is important to extract the expected benefits from CSR (Lam, Kraus, & Ahearne 2010). Similarly, Lynes and Andrachuk (2008) argue that companies need to be financially viable, show sufficient support and commitment from senior

management, and nurture a common organizational culture that supports the implementation of corporate responsibility or sustainability thinking. Carrol and Shabana (2010) recommend breaking CSR strategies into one or more of the following: (1) investment and risk reduction; (2) improving integrity and reputation; (3) identifying competitive advantages; and (4) building win-win situations by increasing shared value (Carroll & Shabana 2010). Ultimately, these external, internal, and mediating powers eventually form the CSR-related organizational responses and actions as shown in the Figure 9.

2.6. Implementation of CSR in an organization

The prior sections of the study addressed the importance of aligning CSR strategies with the company's stakeholder objectives, as well as, strategic goals (see Guadamillas-Gómez & Donate-Manzanares 2011). Yet, in fact, what does this mean? Which types of approaches can managers use to introduce and execute strategic CSRs to outperform others? The incorporation of CSR concepts into current operations and procedures involves deliberate management and planning, as in any other process of change (Rangan et al. 2015). Although CSR now appears as a major dimension of contemporary business activity (Kotler & Keller 2009), the dynamic and practical aspects of implementing a CSR strategy within an organization have emerged in literature only recently (see Lindgreen et al. 2009). For example, while some authors claim that adoption of CSR occurs through either incremental or transformative organizational change processes (Dunphy, Griffiths & Benn 2003), others argue that change occurs through dramatic, disruptive approaches (Doppelt 2003), in which "managers will radically reconsider their dominant views on policy, technology and markets" (Hart & Milstein 1999 p. 32).

Nevertheless, in today's advancing global world, CSR development requires organizational members, both individually and collectively, to make sense of the concept of CSR and internalize CSR values at all levels (Basu & Palazzo 2008). According to Andriof and Waddock (2002), in order to successfully incorporate CSR, managers need to build bridges with their stakeholders in achieving common goals and persuading them to support the strategic direction chosen by the organization through formal and informal dialogs and collaborative practices. In their study to provide an overview of how businesses could incorporate ethical values and corporate social responsibility initiatives (CSRs) into their corporate and business strategies, Guadamillas-Gómez and Donate-

Manzanares (2011) proposed a model (see Figure 10) that includes features of organizational innovation. The model suggests that the first step for "strategization" of CSR (see Sharp & Zaitman, 2010) is a strategic approach focused on ethical leadership, review of stakeholders and consideration of general company-level objectives. Thereafter, those programmes are communicated to the stakeholders concerned and impacted by their consequences. Consequently, these decisions are implemented, which results in environmental, economic, and social outcomes.

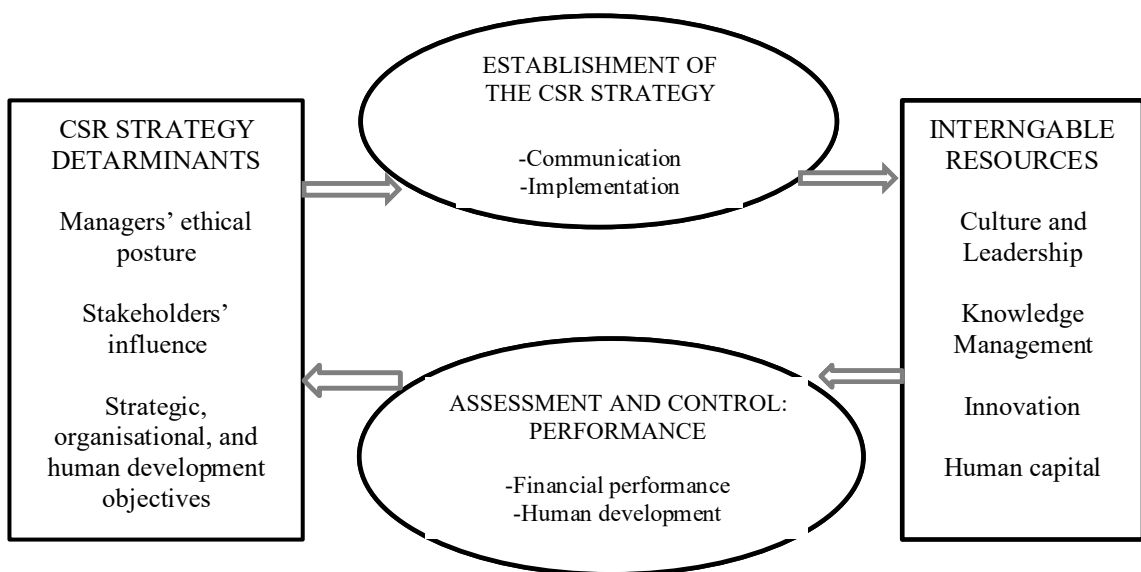


Figure 10. Model of integration of CSR, integration resources and firm performance

Source: Adapted from Guadamillas-Gómez and Donate-Manzanares (2011)

Scholars have proposed various models to help in the implementation and application of corporate social responsibility within an organisation (Bhattacharyya et al. 2008; Maon et al. 2009; Smith 2003). Results of most of the presented models show a categorization as that of the Deming's (1986) PDCA cycle (Plan-Do-Check-Adapt) or Lewin's (1951) change model (Unfreeze-Move-Refreeze) and expanded to include the primary stages of creating a CSR-friendly organizational environment. This study utilises the seven-stage consolidated CSR development model by Maon et al. (2010). The model revolves around three cultural phases (CSR reluctance, CSR grasp and CSR embedding) and highlights both the underlying rationales for and the key dimensions of CSR development. First, the consolidated model stresses that the development of CSR implies a deep understanding and integration of the moral and cultural evolution demanded by CSR. This assumption stems from Berger, Cunningham and Drumwright's (2007) the idea that organizational culture shapes the context in which organizations design and operationalize their strategy

and policies and has a significant influence on the development of CSR within the organization. Second, the model specifically acknowledges the strategic value of CSR implementation and stresses that a stakeholder culture (which represents a key element of influence in the growth of a CSR-supported organizational culture) greatly influences the organization's sensitivity to social issues and thus promotes or prevents the development of CSRs. The model offers a concise framework from a strategic perspective that stakeholders and managers can use to determine where their company is in the process of CSR growth.

Building on existing CSR-related conceptualisations and in line with the stakeholder and organizational culture-cantered CSR perspective adopted herein, Maon et al. (2010) characterize CSR as (1) a stakeholder-oriented concept that involves (2) an organization's voluntary obligations related to (3) problems within and beyond that organization's borders, and (4) that are informed by the organization's awareness and appreciation of its moral responsibilities with respect to the impacts of its operations and processes on society. In collaborative terms, they re-emphasize the duty and moral obligation to consider the power of corporate control, as well as, that of the organization's own perception and appreciation of its moral duties towards stakeholders and the social issues it conveys to the organization. Their approach also emphasizes both the cultural and the strategic dimensions of the cycle of CSR growth. Doppelt (2003) defined organizational cultures as storehouses of information, knowledge and know-how that can support CSR efforts or spoil them. In this sense, the development of a CSR-supportive, value-driven culture is a major challenge on the road to CSR, since the existence and progressive growth of a CSR-supportive organizational culture is an important resource for the further CSR development of the company.

Additionally, an organization's existing culture is essentially a structure that provides guidance on topics such as how work is done, how people think, and behaviour expectations (Maon et al. 2010). It also determines the context in which organizations understand and implement activities and strategies (Ghobadian & O'Regan 2006) and significantly affects the potential CSR development of the organization. Moreover, from a stakeholder perspective, Maon et al. (2010) believe that the beliefs, behaviours and behavioural patterns within an organization, which fundamentally define the way it incorporates statements of stakeholders, reflect the degree to which the organizational

culture can support the development of CSR policies and initiatives within an organization. In addition, the extent to which an organizational culture adopts or rejects self-interests in favour of other-related feelings is the culture of stakeholders. Based on this conceptualization, Jones, Felps and Bigley (2007) develops a typology of corporate stakeholder cultures that involves a spectrum of consideration for others, varying from self-relevant to other-related. Their five categories of stakeholder culture also involve distinct stakeholder-related and moral bases. Table 3 highlight the key features of each stakeholder culture recognize.

A culture of amorality or agency shows no concern for others and is based on pure managerial egoism. Corporate egoistic and instrumentalistic stakeholder cultures represent limited morality cultures that exist under the umbrella of "moral stewardship." Other cultures only extend to shareholders in the corporate egoistic culture; other stakeholders are included to the extent that they benefit from this. These factors only apply to shareholders in the corporate egoistic community; they include other stakeholders to the degree that this helps shareholders in the instrumentalist society. Lastly, the moralistic and altruistic cultures display concern for the welfare of normative stakeholders as a primary motivation, making them essentially moral cultures. Moralistic culture concerns all other stakeholders, while altruistic culture is not. Similarly, the specific principles and values underlying a particular stakeholder culture may have a strong influence on the complexity and sophistication of the methods used to maintain the relationships of the company as well as on the interactions with stakeholders (Hatch 1993). Accordingly, depending on the culture of the stakeholders, members of an organization are likely to apprehend their environment, decisions and actions more or less focused on the stakeholders. Maon et al. (2010) contend, therefore, that there are contingent relationships between an organization's dominant stakeholder culture and its propensity and ability to respond to social expectations, which in turn dictates the nature and scope of the CSR commitment and development.

2.6.1. Corporate social responsiveness

Organizations take different approaches to manage stakeholder groups. Carroll (1979) suggests a variety of social responsiveness ranging from doing nothing to doing a lot of responses to characterizing the extent to which managers respond to their environment's social expectations. According to Wilson (1975), a corporate social responsiveness

strategy could be reactive, defensive, accommodative or proactive. A reaction strategy involves resistance or opposition, by either fighting against the wishes of a stakeholder or leaving and avoiding the stakeholder entirely (Jawahar & McLaughlin 2001). However, defensive-strategy organizations tackle the aspirations of stakeholders to avoid being coerced into it by outside forces (Joyner & Payne 2002 p. 300), for example, legal, regulatory, or social demands. Accommodation, on the other hand, is a more aggressive mode: organizations discuss existing social problems, take responsibility for problem behaviours, and take concrete action to correct them. Organizations that follow a voluntary approach to dealing with social issues act before outside forces can compel them to do so. Lastly, Jawahar and McLaughlin (2001 p. 400), define proactivity as doing much to address the issues of a stakeholder, like anticipating and deliberately identifying complaints or heading an industry initiative. A successful company works productively to avoid potential challenges and to address existing issues or defend against unethical behaviour.

Clarkson (1995) compares the social responsiveness approaches and the organization's obligations with the principle of attitude, or the level of responsibility displayed by an organization in handling the interests and interactions of its stakeholders. Positions relate to the character of the organization in its interactions, so instead of characterizing the nature of the response, posture is related to how the response is made (Basu & Palazzo 2008; Wood 1991). Thus, an organization's responsive posture evolves as it faces new challenges (Mirvis 2000). According to Clarkson (1995), a reactive stance indicates a denial of CSR, while a defensive stance is linked to admitting responsibility but fighting it. With a proactive approach, the organization accepts responsibility and adopts a constructive stance from which the organization can foresee its obligation.

2.6.2. CSR implementation stages

Literature on stage models of CSR development often use different terminologies, rely on somewhat unrelated theoretical premises and suggest inconsistencies in the number, articulation and substance of the successive stages of the organization they emphasize (Maon et al. 2010). Nevertheless, these models illustrate reconcilable logics, if not identical, and create parallel implications for organizations. They define a trend related to CSR in all situations, consisting of a radical incorporation of social concerns into the decision-making processes of the organizations. The emphasis for this study will be on

the consolidative model of Maon et al. (2010), which derive from the premise that the CSR creation state of an organization represents certain characteristics of its cultural, moral, strategic and organizational characteristics. Maon et al. (2010) argue that CSR commitments are motivated by real, morally oriented stakeholder cultures because the organizational behaviours that define a stakeholder culture represent collectively developed behavioural responses to problems faced by the organization as its members worked together to manage complex stakeholder relationships (Jones et al. 2007 p. 143). This model incorporates current stage model viewpoints that draw on the theories of moral development, organizational growth and learning. It also clearly emphasizes the connection between the stage of CSR growth and the conceptualization of corporate postures towards social responsiveness by Clarkson (1995).

Table 3. A three phase CSR cultural model

CSR CULTURAL PHASES				
KEY FEATURES			TYPE OF MORAL ORIENTATION AND STAKEHOLDER CULTURE	
CSR CULTURAL RELUCTANCE	<i>Approach to CSR– social responsiveness</i>	Ignorance–reaction	LIMITED MORALITY: CORPORATE EGOIST <i>Concern for others</i> Self-regarding	
	<i>Purpose of commitment to CSR</i>	None	<i>Relevant stakeholders</i>	Shareholders
	<i>CSR influence on organisational goals</i>	CSR as a constraint → Focus on avoiding constraints	<i>Reference to Kantian principles</i>	Honour the widely accepted contract with stakeholders only
	<i>Nature of CSR-related goals</i>	None	<i>Morality/Key feature</i>	Limited morality: Corporate egoist /short- term self-interest at the corporate level
CSR CULTURAL GRASP	<i>Approach to CSR– social responsiveness</i>	Instrumental—From defence to accommodation	LIMITED MORALITY: INSTRUMENTALIST <i>Concern for others</i> Fairly self-regarding	
	<i>Purpose of commitment to CSR</i>	Compliance and license to operate	<i>Relevant stakeholders</i>	Instrumentally useful stakeholders
	<i>CSR influence on organisational goals</i>	CSR as a value protector → Focus on reputation, tangible results and adaptation of existing processes in the short-term	<i>Reference to Kantian principles</i>	Honour the widely accepted contract with shareholders only, adhere to principles when instrumentally advantageous
	<i>Nature of CSR-related goals</i>	Tangible and communication objectives	<i>Key feature</i>	Enlightened self-interest
CSR CULTURAL EMBEDMENT	<i>Approach to CSR– social responsiveness</i>	Integrative—From accommodation to proaction	BROADLY MORAL <i>Concern for others</i> Other regarding	
	<i>Purpose of CSR commitment</i>	From business-wide opportunity to social change	<i>Relevant stakeholders</i>	Normative and derivative stakeholders
	<i>CSR influence on organisational goals</i>	CSR as a value creator → Focus on innovation and long-term prospects	<i>Reference to Kantian principles</i>	Treat stakeholders as an end as well as means
	<i>Nature of CSR-related goals</i>	CSR = Moving target	<i>Key feature</i>	Intrinsic morality tempered with pragmatism or pure intrinsic morality

Source: (Adapted from Maon et al. 2010)

According to Maon et al. (2010), CSR development path moves through three main phases: a phase of CSR cultural reluctance; a phase of CSR cultural grasp; and a phase of CSR cultural embedment. The key features of the phases in the proposed model are summarized in Table 3.

The three cultural phases of CSR also include distinct stages of development distinguished by distinctive strategic and organizational characteristics. The *CSR reluctance phase* includes (1) dismissing stage. This stage is characterized by Non-existing motivation for CSR growth and the lack of actions or programmes linked to CSR. The organization's position towards its external environment is somewhat dormant, and its relationships with stakeholders are purely contractual. The *CSR cultural grasp phase* includes (2) a self-protecting stage; (3) a compliance-seeking stage and (4) a capability-seeking stage. At the self-protecting stage, and compliance seeking stage, organizations lack CSR awareness, which may lead to limited CSR initiatives. Also, the company takes a defensive stance because it does what is "correct" without establishing engaging external environment relationships. However, corporate reputation concerns begin to lead to greater integration of CSR-related concerns within the structure and processes of the organization. At the capacity seeking stage, the organization's development of some skills in managing CSR fundamentals is implied by its practice and familiarity with CSR related issues. Moreover, there is increasing awareness about CSR issues and the reputational risks associated with neglecting those issues.

Furthermore, the *CSR cultural embedment phase* comprises (5) a caring stage, (6) a strategizing stage and (7) a transforming stage. According to Moan et al. (2010), organizations substantiate their CSR organizational development through a process of CSR cultural embedding, during which they broaden their CSR-related know-how, deepen the relationships of their key stakeholders and leverage their internal resources proactively to meet CSR-related demands from their environment; CSR is seen as a potential value creation.

2.8. CSR in the mining sector

Mining companies have been synonymous with the bad reputation of environmental devastation and social disruption over the past decade or two (Dashwood 2012a p. 1). According to Dashwood, the mining industry has left a legacy of polluted water by acid-rock, pollution, toxic waste associated with smelting operations and major earth

displacement in the case of open-pit mining. For some mining companies, therefore, the implementation of corporate social responsibility (CSR) policies can be viewed as a proactive solution to fix reputational issues surrounding public concern regarding environmentally harmful mining activities (Dashwood 2012b). However, structural changes in the market affected the implementation of CSR, the most notable of which was the opening up of new investment opportunities in the developing world during the 1990s.

The three-level structural framework (see figure 11) helps explain the impact of major global changes on CSR adoption, as well as growing restrictions on mining in advanced industrialized economies. These include, first, institutionalism of rational choice (such as, domestic institutional context, and institutional context in developing countries) which describes the incentive structures in the advanced industrialized economies that led mining firms to embrace CSR. Second, the idea of a critical juncture in historical institutionalism accounts for how diverse forces (e.g., Mining's bad reputations, role of NGOs, role of international organizations, international treaties, and "soft law", as well as conditions attached to financing) came together in the mid-to-late 1990s, triggering the embrace of unilateral CSR. The third explanations were the collective projects and embracing sustainable development by some companies (Dashwood 2012a p. 73-93). Figure 11 below summarize these explanations of CSR adoption.

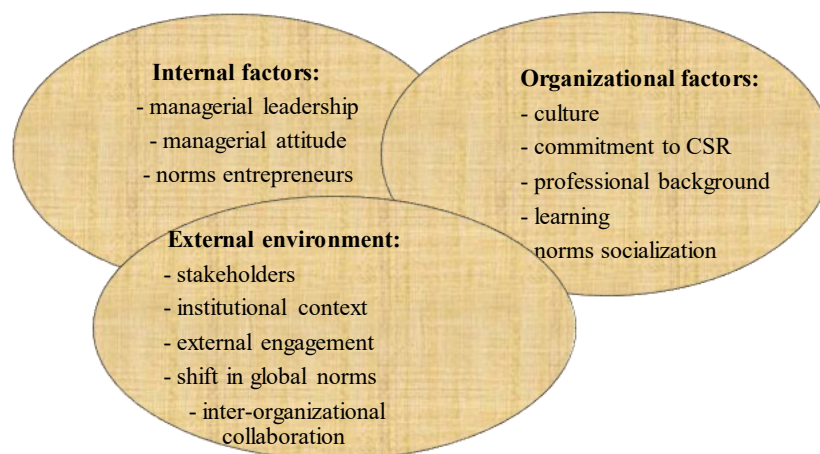


Figure 11. Multi-level explanation of CSR adoption

Source: Dashwood (2012a p. 93)

2.8.1. CSR in Zambia

In developing countries, CSR activities are mainly focused on giving back to the business' host country and society (Kivuitu, Yambayamba & Fox 2005). In Zambia's case, a literature review indicates that most research on CSR activities focused mainly on mining companies (e.g., Lungu & Mulenga 2005; Lungu & Shikwe 2006; Fraser & Lungu 2007; Lungu & Kapena 2010; Mayondi 2014). Furthermore, the studies show that the most common CSR activity in Zambia is community involvement. For example, Mayondi (2014) notes that most CSR studies on mining companies have concentrated on community development activities such as building schools, highways, providing jobs and providing micro-credit loans to local people. Similarly, Lungu and Shikwe's (2006) investigation show that CSR in Zambia is more social and philanthropic in nature and CSR is viewed as a way of supporting the local people.

Zambia is ranked as the world's sixth largest producer of copper, generating nearly 5% of the world's production, and is the fifth largest producer of cobalt (6%). The industry employs over 60,000 people within Zambia (KCM 2019). Mining accounts for around 80% of the country's export earnings. Two private companies, namely the Anglo-American Corporation and the Roan Selection Trust (Lungu & Kapena, 2010), originally co-owned the mining companies. However, the Zambian government nationalized the two mining companies in 1969, and they were integrated into the Zambia Consolidated Copper Mines (ZCCM) in 1982 (Fraser & Lungu 2007). In terms of CSR, ZCCM offered all social services, ranging from supplying facilities for hygiene, electricity, and leisure. They also provided housing, maintained roads and garbage collections (Fraser & Lungu 2007; Lungu & Kapena 2010).

The sale of the ZCCM units also began after the passage of the Privatisation Act in 1992. Luanshya mine was sold to the Binani Companies Group in 1997. The two major firms namely Konkola Copper Mines (KCM) and Mopani were sold from Switzerland to Anglo-American Corporation and Glencore by the year 2000. Smaller mines including Bwana Mkubwa, Chambishi and Chibuluma were sold to Canadian First Quantum Minerals, China's NFC and South African Metorex (Fraser & Lungu 2007).

The hopes of the Republic of Zambia government and the Copperbelt communities were that the new mine owners would continue the ZCCM days' CSR activities focused on the cradle to serious social policy. Nevertheless, the new private mining companies made

little effort to pick up all of ZCCM's CSR activities because they claim that their core business is mining, and that the state should provide social services through local authorities (Fraser & Lungu 2007). Another hope was that by securing contracts for the supply of goods and services to the mines, local SMEs would benefit.

Mining has been beneficial to the economic development of the country, yet it has been environmentally and socially detrimental. Mining has caused significant air and water pollution in the towns in the province of Copperbelt. This has prompted many studies in the industry based on CSR (see Mayondi 2014). While the number of CSR studies in the mining firms has increased, there are hardly any CSR studies on managing CSR knowledge that leads to competitive advantage. Therefore, it is important to examine the CSR practices and how that managing such practices in the mining companies would lead to competitive advantage.

2.9. Chapter conclusion

The results of this chapter are condensed into a heuristic structure described in Figure 10 below. This is to present a summary of the literature review's key points. The theoretical framework will also be used as a starting point in the data analysis stage for coding the data. Nevertheless, the findings may go beyond this context to allow for the emergence of various factors from the results.

Because of globalization and growing concerns and aspirations of stakeholders towards businesses, CSR has become an increasingly popular topic. It is also a subject that has been extensively studied over the years, as scholars have endeavoured to merge the two very different business and ethics worlds. The literature review has revealed that, there are various theories and frameworks built to describe the various aspects of corporate responsibility, resulting in a broad range of meanings. Nevertheless, CSR is defined in this study as the way to go beyond what regulations and shareholders allow to improve the social impact of corporate decisions and activities, as well as, enhance the corporate' competitive advantage.

Additionally, this chapter has shown that the management of CSR knowledge is a complex process. Because it is a tacit concept, it makes it difficult to calculate direct results in any study situation and context. This makes CSR a strategic tool that needs to be properly managed, implemented and communicated to produce positive results,

financially or otherwise. Knowledge in organizations is interactive in nature and for its development, sharing, and use depends on the social relationships between individuals. Similarly, the review has revealed that managers will continue to strive for growth, creativity, competitiveness and other strategic targets, but by harnessing their stakeholder expertise they would do so more efficiently. Conversely, it has also been established that stakeholders will continue to strive for social benefits, but by sharing knowledge and building collaborative partnerships with management, they would accomplish more. This chapter addressed some of the issues and challenges associated with managing CSR awareness for improving productivity in organizations, such as, lack of management support and employee involvement, and other HRM related practices.

Furthermore, literature review has established that the challenge facing practitioners today is to achieve levels of comfort in terms of social, economic, and environmental values while preserving future sustainability. From the stakeholder theory perspective, it has been established that achieving sustainability means organizational change, and that such a change process depends on stakeholders and individual organizations' ability to manage and work with new knowledge (Doppelt 2003). Therefore, to recognize and enhance the competitiveness, there is a need for organizations to institutionalize a combination of management strategies, such as knowledge and change management. As stated earlier, managing CSR knowledge is an integrated and complex process. The chapter revealed that this has at its heart, culture, people, communication, leadership, technology, and organizational structures.

In summary, the conceptual structure (see Figure 12 below), has been formulated and it can be inferred that CSR knowledge management will ensure the accomplishment of the individual goals of the company and the employees, taking into account the effect of the organization on the external and internal climate. Managers may face numerous challenges in the management processes when implementing CSR. It requires, first and foremost changes and changes in the old management systems. Organizations will think about how to manage the company based on CSR. Thus, the function of KM becomes important in socially responsible businesses, so companies should also expand the management of CSR. Moreover, this chapter revealed that, to gain a competitive advantage, companies use new business management strategies and CSR models that create a new culture within the organization and integrate elements of knowledge

management as well as social responsibility. Knowledge management and social responsibility culture shift the mindset, attitude of the organisation, and help the organization to function on a new level.

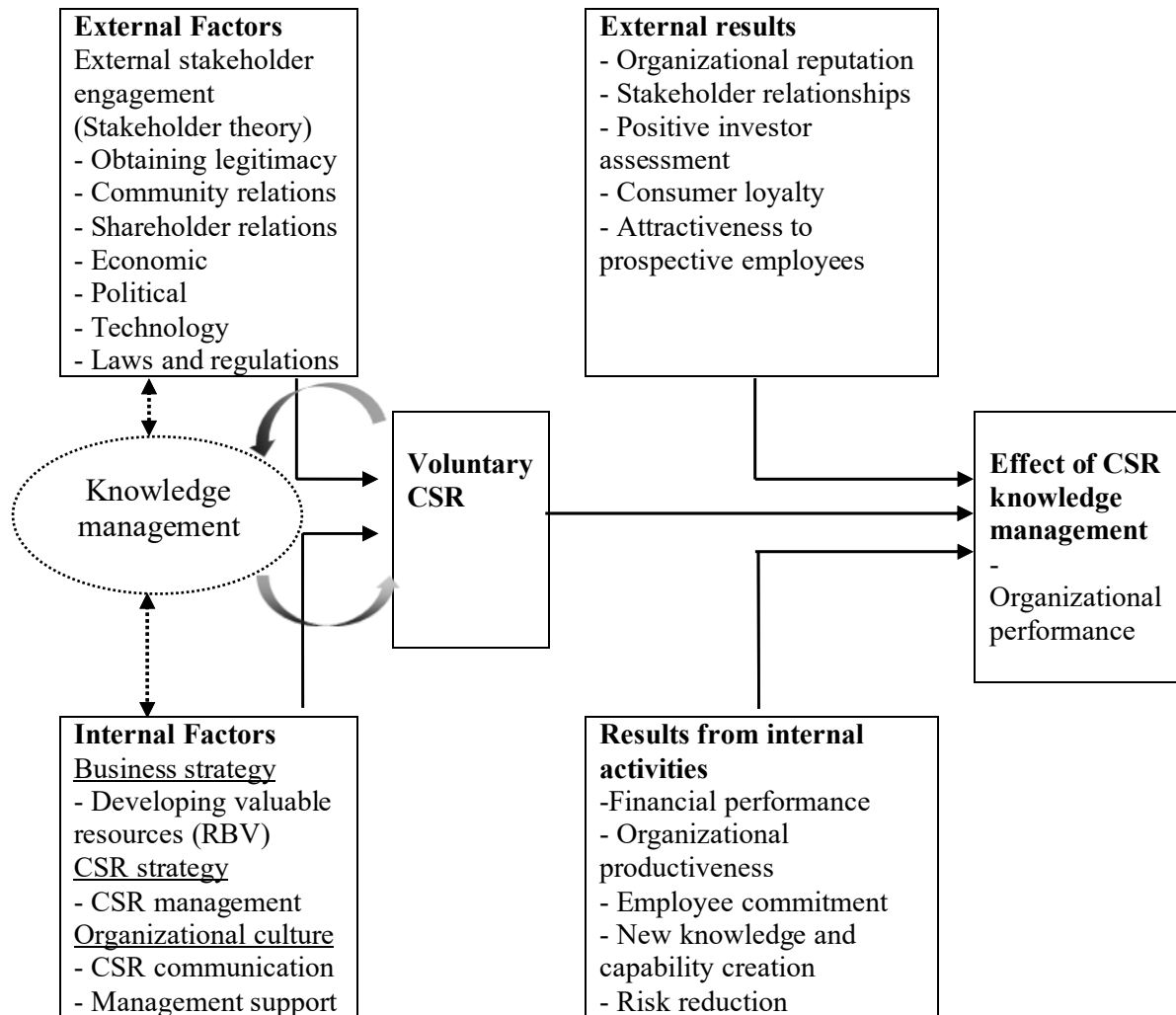


Figure 12. A conceptual framework of KM and CSR towards firm competitive advantage.

3. METHODOLOGY

This chapter's ultimate goal is to explain the research methodology used in this study. According to Quinlan (2011 p. 481), it is possible to define research methodology as the way the research is conducted. This chapter will be structured as follows (see Figure 13). First, the research approach will be explained, and then the methodological choice, followed by the case study as a research strategy. Ultimately the methods of data collection, and analysis will then be discussed respectively.

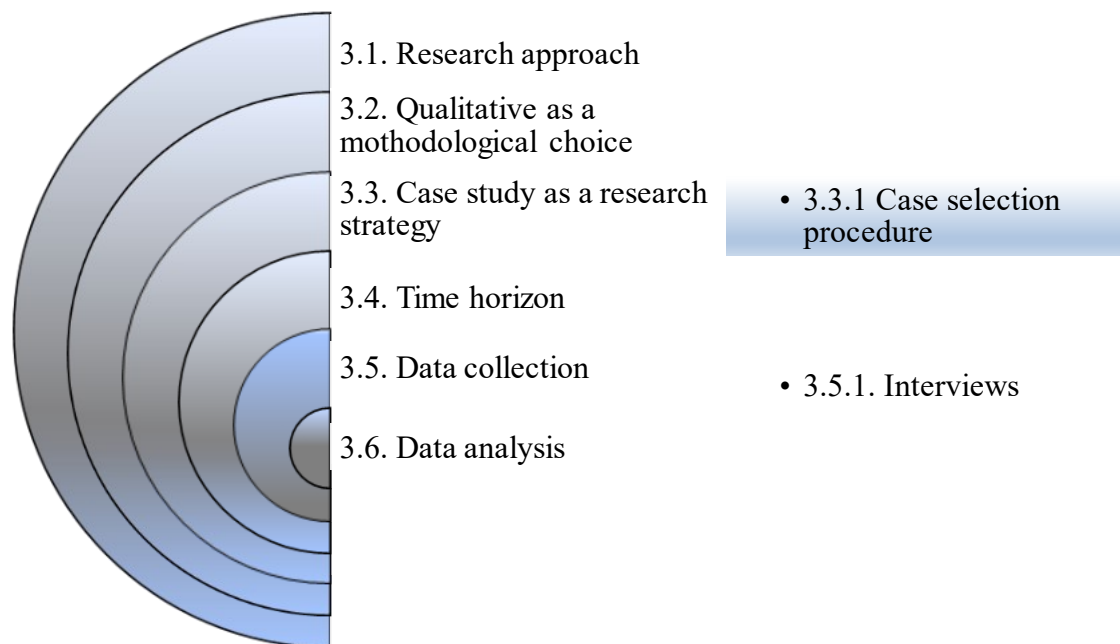


Figure 13. Research methodology outline

3.1. Research approach

The purpose of this study is to explore CSR knowledge management and how organizations can bring this knowledge into action to improve their competitiveness. According to Ghauri and Grønhaug (2010 p. 44), the research problem affects research approach selection. Due to the scarcity of original theoretical frameworks on developing countries (Tilt 2016), and the limited empirical studies on managing knowledge within the context of CSR, this study will follow an exploratory case study. According to Robson (2002 p. 59), an exploratory research is a valuable way to examine what is happening, search for new information, or view a phenomenon in a new light. As CSR knowledge management is still, as stated earlier, an unexploited area of research, this explains, in part, the use of the exploratory approach in this thesis. In addition, Saunders, Lewis and Thornhill (2012 p. 171) also stresses that exploratory approach is a valuable way of asking

open-ended questions in order to assess what is happening within a given context and to explain the problem at hand. Accordingly, the approach chosen is also justifiable because the research questions seek to examine and/or understand how firms manage CSR knowledge.

According to Saunders et al. (2012 p. 143), the research approach is about the way theory was used in a research project. Research is usually conceived around a theoretical approach which is deductive or inductive. An inductive method has been used, following the intent of this study. The inductive approach means establishing theory or a conceptual framework or findings through empirical data rather than testing theory (Saunders et al. 2012 p. 672). Relevant ideas were discussed in a theoretical framework that is used to formulate the research question, establish the interview questions and provide a broad interpretation of this study (Creswell 2003 p. 131). Therefore, it can be concluded that the established theoretical framework is the role this study takes on the subject under investigation (Creswell 2003 p. 131). Consequently, the theoretical framework not only helps to gather information and interpret the results but has also been used to make presumptions about the management of CSR knowledge. In addition, the literature chosen has helped build on the research question and develop it throughout the research work. This research uses qualitative methods of data collection by semi-structured interviews with two mining companies due to its subjective and intangible nature. The following section addresses this study's methodological choices.

3.2. Qualitative as a methodological choice

As stipulated earlier, due to the scarcity of original theoretical frameworks on developing countries (Tilt 2016), and the limited empirical studies on managing knowledge within the context of CSR, a qualitative method was adopted for this study. Ghauri and Grønhaug (2010 p. 105) contend that when the research aim is to discover and explain a phenomenon about which little is understood, qualitative approaches are employed. The use of a qualitative approach has thus helped this study to explore new areas, using open-ended questions with the key individuals in the chosen organizations. Likewise, qualitative research generally emphasizes terms rather than quantifications, while quantitative research, on the other hand, adopts a numerical approach to data collection and analysis (Bryman & Bell 2007 p. 731). In addition, qualitative approaches are often

correlated with case studies, which seek to collect in-depth information and thus obtain a deep understanding of the research question (Yin 1994 p. 6).

To perform a qualitative research, this study reflects the steps taken by Morse (1994 p. 27–34). The first stage is comprehension, which is the analysis of literature to understand the subject and to identify new areas of study. The second step, synthesizing, is when the researcher collects the respondents' answers to define and describe certain trends and habits. The third stage involves theorizing, where the researchers have to draw conclusions from established habits and trends and establish themes. Eventually, understanding, which indicates the development of a hypothesis from those themes. This thesis followed the case study method, which is now discussed in the next section.

3.3. Case study as a research strategy

It has been suggested that “how”, “who” and “what” research questions tend to favour a case study approach. Moreover, a case study method allows the retaining of the holistic and meaningful characteristics of real time events (Yin 2003 p. 2–7.) Overall, a case study approach allows the obtaining of a deeper understanding of the phenomenon under scrutiny (Yin 2018). Therefore, the case study method is well suited to address the "how" and "why" questions that are central to explaining how mining firms initially manage CSR knowledge and how they can apply this knowledge to the competitive advantage standard (Yin 2018). In addition, Yin (2009 p. 18) stresses the importance of context, noting that the boundaries between the phenomenon being examined and the context within which it is being studied are not clearly apparent in a case study. The rationale for applying the case study method lies in the current nature of this research, in which there is scarcity of original theoretical frameworks on developing countries (Tilt 2016), and limited empirical studies on managing knowledge within the context of CSR, and where the topic of measurement demands a research design capable of dealing with complex and ambiguous phenomena.

In addition, the research objectives of this study have been formulated in accordance with Yin's (1994) relevant situations for different research strategies in that the interview questions are as open-ended as possible. This method is designed to avoid questions that would not cover the understanding as broadly as possible to serve the purpose of the study. Consequently, all research objectives were stated in the form of the question "how, and what." As an exploratory analysis, this also justifies the study. The case study was

therefore extended to the use of and triangulation of multiple data sources (Saunders et. al. 2009 p. 146).

3.3.1. Case selection procedure

According to Yin (2009: 19), “case study research includes both a single- and multiple-case studies”. This thesis utilizes a multiple-case design as it investigates a real-life multiple bounded structure through comprehensive, in-depth data collection involving multiple sources of information (Creswell 2003). By using a multi-case method, a broader analysis of the research problem and theoretical development would allow the researcher to understand how CSR knowledge is managed within the mining industry. Moreover, it helps the researcher to discuss the complex issues that need to be addressed in detail, and to consider the interpersonal dynamics of such a programme, based on participants’ observations of feedback and interpretative perspectives.

Two large mining companies (in terms of size) were selected for the purpose of this study. According to Eisenhardt (1989 p. 113), bigger firms are ideal when studying a specific and complex issue. The justification is that, bigger firms experience complex problems, and have expertise in-house that can provide the researcher with in-depth information on the particular issue. Moreover, the case companies also correspond to this study’s theoretical framework and the variables under consideration (ibid).

3.4. Time horizon

As time horizon, this study follows a cross-sectional design. According to Saunders et al. (2012: 190), the study of a special phenomenon (or phenomena) at a given time is cross-sectional. This choice of design is due to the time constraints placed on this project. The purpose of this thesis is to explore CSR knowledge management at two Zambian mining companies and how organizations can bring this knowledge into action to improve their competitiveness. Accordingly, this thesis is a 'snapshot' of academic research, which is the master’s degree program (ibid). In addition, a cross-sectional design was suitable because of the timeline provided by the case companies to collect data for the study. The interviews were conducted in June 2018. A longitudinal study was therefore not feasible due to the complexity of getting access to the case firms, as well as the limited time in which to complete the master's degree.

3.5. Data collection

Data collection methods are processes by which data are collected for a research project (e.g., observations, interviews, focus groups, and questionnaires (Quinlan 2011 p. 479). Three key lines of evidence were used to ensure adequate triangulation of data: 1) interviews, 2) company website and 3) analysis of corporate records such as annual reports. Likewise, various sources of evidence were used to collect empirical data to create a degree of confidence around the same phenomenon and thus to achieve a better perception of reality and to improve valid research (Saunders et al. 2009 p. 146).

The research approach consisted of a primary compilation of qualitative data using semi-structured interviews with 6 corporate managers. The overall strategy for the interviews was to follow a qualitative approach using a semi-structured technique where broad questions are placed allowing interviewees to answer freely (Nigel, Fox & Hunn 2000). Moreover, this approach is considered most suitable for capturing hidden meanings and beliefs held by personality, and to avoid forcing complex external thought on respondents (Barriball & While 1994). In addition, to better understand and explain this study problem, secondary data were used. These included journal articles, company website and catalogues (books, and annual reports). Thus, allowing for triangulation on the topic. Triangulation usually refers to research where a theory is tested from various empirical viewpoints to increase its validity, that is, when the observations, events or facts have been validated by more than one single source of evidence (e.g., Yin 2003 p. 98–99).

3.5.1. Interviews

The choice of data collection methods depends on the type of problem, the need for information and, not least, the data possibilities (Ghauri & Grønhaug 2010 p. 31). Factors affecting CSR knowledge management in the organization were established after literature review. In addition, a semi-structured interview guide focused on open-ended questions with the objective of examining the current status and problems of managing CSR knowledge was designed. Semi-structured interviews are suitable for identifying ideas and general topics that allow for future research (Macpherson et al. 2004). Similarly, the open-ended nature of the questions helped provide an atmosphere that allowed for detailed discussion about the subject between the researcher and the participants.

The interviews were conducted with three employees at Konkola Copper Mines (KCM) Plc., and three employees at FQM Kalumbila, who have rich CSR and knowledge

management experience in different roles. Firstly, a manager involved in the process of CSR was selected. According to Eisenhardt (1989), in bigger organizations, it is vital that the right individual is selected. The CSR Community Relations Manager at KCM was first contacted via LinkedIn requesting for the study. After introducing and accepting the research goals, he was asked to help identify the right people for the interview. Thorough discussions were made with potential respondents, and the dates and time for the interview were set (see Table 4). Before the interview, all participants were introduced to the research itself and practical information given. Further, the aim of the interview, as well as its importance to the research were explained. Most important, an explanation for the recorder and the reason for recording the interview was presented for the sake of confidentiality, and also a consent form signed to ensure data privacy. Also, the respondents were made aware of the anonymity of their responses.

Table 4. Interview Schedule

Company category	Interviewee	Time of interview	Date of interview
CSR department (KCM)	Participant 1	10:00 – 11:00	12.6.2018
Local economic development (KCM)	Participant 2	11:15 – 12:30	12.6.2018
Government (KCM)	Participant 3	12:45 – 14:00	12.6.2018
Wildlife conservation (FQM)	Participant 4	14:00 – 15:00	18.6.2018
Community Relations (FQM)	Participant 5	15:15 – 16:15	18.6.2018
Human capital management (FQM)	Participant 6	12:00 – 13:00	19.6.2018

During the interview, the questions (Appendix 1) were used to keep the focus, and some questions were modified in accordance with the respondent's position, or role. In addition, the interview guide (Appendix 1) was formulated to assist the researcher in discussing key issues. The interview questions were adapted from Takala's (2016 p. 124-26) thesis work "employee awareness and engagement as a gateway to creating value from corporate social responsibility ..." However, some questions were modified to suit the topic for this thesis. The same interview guide was used for all respondents. Equally, interviews were carried out at the company premises of the respondents, and each interview lasted about one hour. The sessions (see Table 4) were recorded in accordance with Yin (1994), who notes that the use of a tape recorder during the interview is important for capturing empirical data with absolute precision. In addition, by recording the data, word-for-word interview transcriptions were made possible. The transcribed

data were then emailed to the respondents for verification, as well as accuracy of their responses. The methods for analysing the data used in this study are now presented in the following section.

3.6. Data analysis

Data analysis aims to understand and gain insight from the data gathered (Eisenhardt 1989 p.199). Yin (1994) argues that research studies should begin with a general analytical strategy which provides a framework for the researcher to set priorities for what to study and why. This includes the examination, categorisation, tabulation or otherwise recombination of the data used for the study. Accordingly, when conducting a case study, two general analytical approaches are available; relying on theoretical propositions and creating case description (*ibid*). However, the latter is used when there is availability of prior research on the subject, contrary to the status of this study. Consequently, this research will rely on theoretical propositions. That means a mapping of empirical observation and theoretical framework will take place to ensure the validity of the findings. This study should, in other words, address questions, responses and inferences and what supports these inferences (Ghauri & Grønhaug 2010 p. 84).

Different methods can be used to analyse the data (Yin 1994); “within-case analysis”- the collected data is contrasted with the theory used, whereas cross-case analysis compares data from one case to another. Eisenhardt's (1989) method of within-and cross-case analysis will be used to analyse the data. Within-case analysis summarize the data and establish preliminary findings; thereby having a better understanding of the processes each company undergoes to progress towards its knowledge management vision. During the cross-case analysis the results of the within-case analysis are compared and contrasted to increase the rigor and accuracy of the results. That is, each company achieves a different level of CSR performance and this study will compare the cases to evaluate their similarities and differences to gain a better understanding of the processes involved in managing CSR knowledge. In multiple case studies, cross-case analysis is necessary (Yin 2003).

Furthermore, a literature review show that no single agreed upon approach to qualitative data analysis exist (e.g., Eisenhardt 1989). However, Miles and Huberman (1994) distinguishes between the following components (see Figure 14) of qualitative data analysis:

- Data reduction – the process of selecting, focusing, simplifying, abstracting and transforming the data for the purpose of data organization, drawing and verification of conclusions.
- Data display – an organized, compressed assembly of information that permits drawing conclusions and taking actions.
- Conclusion drawing - The researcher determines the significance of events, considering regularities, patterns, interpretations, potential arrangement, causal flows and proposals.

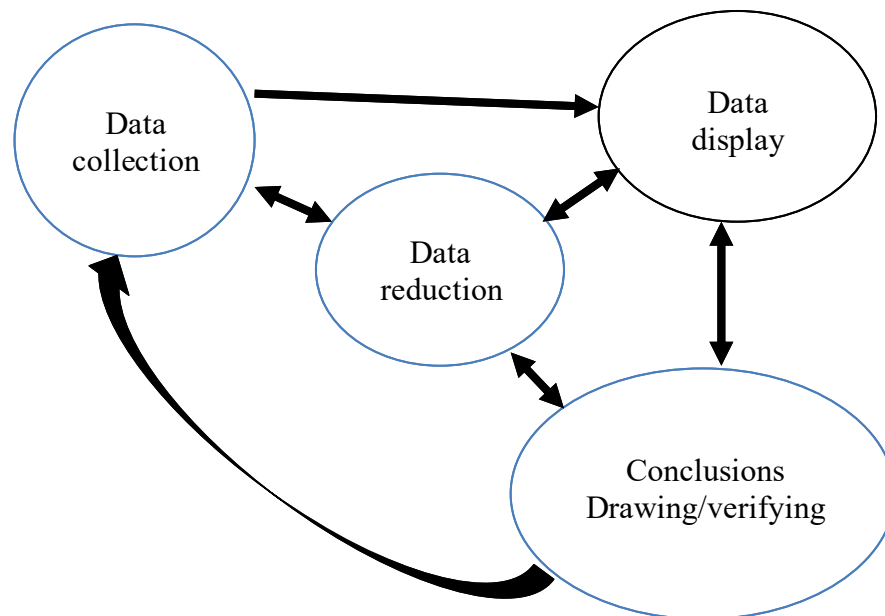


Figure 14. Components of data analysis: interactive model

Source: Miles and Huberman (1994 p. 23)

While interpreting the empirical data of this study, the recommendations presented by Miles and Huberman (1994) on how the analytical process will flow will be followed. Moreover, as previously stated, this study adopts an inductive approach; thus, data analysis is essential for generating theory from the data collected. Therefore, from an interpretive point of view taken by this study, arguments and conclusions will be formed from the respondents' perceptions. The study should depend on the ability of the researcher to understand and draw conclusions and establish new perspectives based on own social backgrounds, empirical findings, and scientific articles. Consequently, a theoretical framework was built from the literature review to provide essential concepts and definitions and also to establish a guideline for interviews.

4. EMPIRICAL FRAMEWORK

The aim of this thesis was to explore corporate social responsibility knowledge management and how organizations can bring this knowledge into action to improve their competitiveness. The qualitative multiple case study was conducted in the mining sector with Konkola Copper Mining KCM) Plc., and First Quantum Minerals (Kalumbila minerals Limited). For this purpose, the semi-structured interviews had focused on two main issues: corporate responsibility in the organization; and internal CSR communication. Participants were initially asked to present their views on typical CSR activities, as well as, their relevance and management in practice. In general, the aim was to determine whether CSR was conceived as a strategic initiative and whether it was managed to create value for the company with a target focus. The second emphasis for the data collection was on the various practices, drivers and results of communicating CSR to workers, and how the participants saw their position and significance in CSR knowledge management. The topics here referred primarily to the communication aspects of CSR, but they also addressed the additional methods of engaging and including employees in CSR.

Since the interviews were dialogic in nature due to the open-ended question format, the participants' responses appear to be quite broad and focus on various topics of CSR, communication, and management in general. Some of these additional points of view are also included in the study to offer a more comprehensive picture of the subject.

In this chapter, the results from the semi-structured interviews will be reported case by case (within-case analysis) following the research objectives outlined in section 1.3 as a basis for the study's empirical analysis. Specific quotes from respondents will be used throughout this chapter to illustrate their views and opinions on managing CSR. The first segment provides the facts about the case companies, followed by the results from the semi-structured interviews. Moreover, each of the case company summary follows a similar structure, with differences in each particular case depending on the depth and breadth of information collected.

4.1. CASE STUDY 1: Konkola copper mining plc.

KCM is the largest integrated copper producer in Zambia, with a full production value chain consisting of open pit and underground mines, concentrators, state-of-the-art

smelter, tailings leach facility, and refinery. It is the only mining company in the country that operates at four sites, namely Chingola, Chililabombwe, Nampundwe and Kitwe (see Figure 15 for KCM operation sites). For this study purpose, the research was conducted from the Chingola site. Table 5 presents some facts and statistics about KCM.

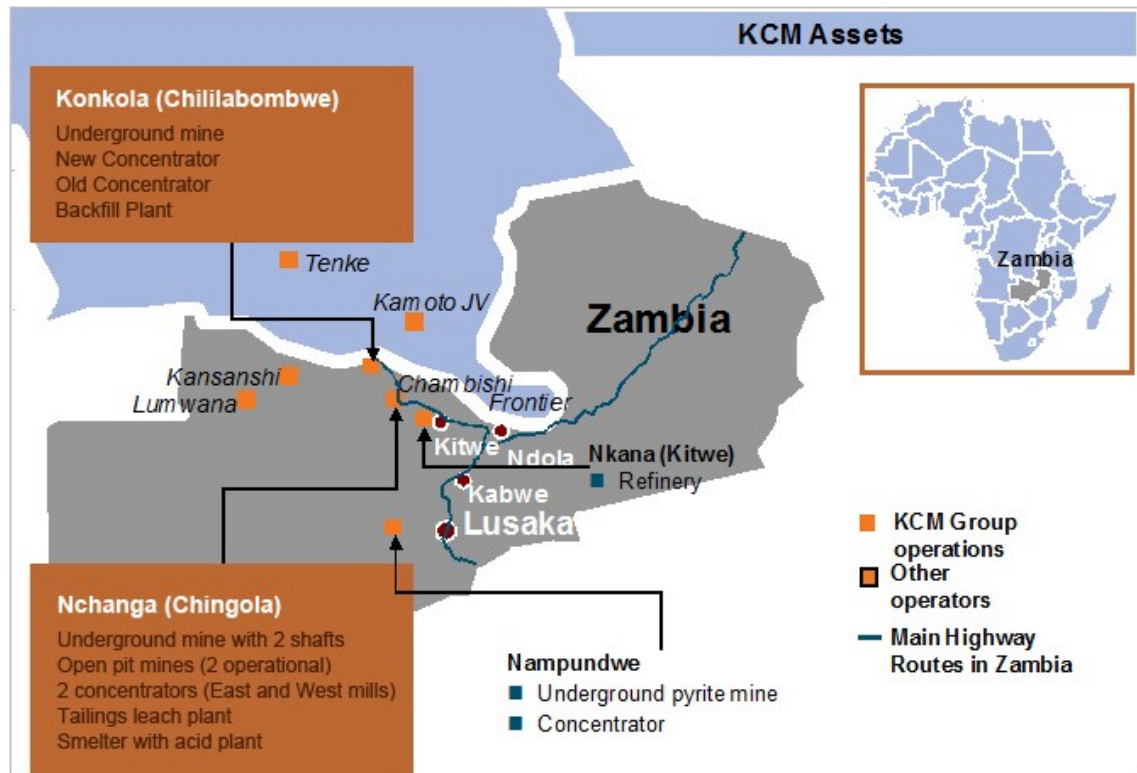


Figure 15. KCM operation sites

Source: (KCM 2019)

Background to the company

KCM was acquired by Vedanta Resources plc in 2004. It has since invested more than \$3 billion in upgrading infrastructure, building new facilities and increasing capacity. KCM is one of the largest private sector employers in Zambia, with almost 12,000 workers, 11 per cent of whom are women (see Table 5 below for the company facts and statistics). The company firmly believes the growth and development of workers is a critical component of future success. The organization has a comprehensive, cross-functional employee training and development plan, which involves secondment to the international operations of Vedanta and involvement in well-structured learning courses. At universities in Zambia and overseas, KCM has funded over 600 students in full-time degree programmes. (KCM 2019.)

Table 5. KCM Company facts and statistics

	2019	2018
Revenue	US\$1.084.80 million	US\$1.283 million
Output	177,035 tonnes	144,664 tonnes
Loss after tax	US\$332.2 million	US\$131.6 million
Number of employees	12,000	

Source: (KCM Annual report 2019)

Corporate social responsibility at KCM

KCM acknowledges that its activities and prospects for the future depend on the communities it works within. The company plays an active role in enhancing local population quality of life, providing support in areas such as health, education, healthy livelihoods, and sport. Table 6 below Presents a summary of KCM's corporate social responsibility activities.

Additionally, the company aims to be a world-leading producer and supplier of Copper and the by-products; Cobalt alloy and Sulphuric acid, and intermediate products: concentrates of Copper, Cobalt, Pyrite and Copper anodes of quality, to meet the contractual requirements of all customers in every respect and to restore and sustain profitability in the operations (KCM 2019). Also, KCM aims to maintain a system that complies with the requirements of OHSAS 18001 – Occupational Health and Safety Management Systems, ISO 14001 – Environmental Management System and ISO 9001 – Quality Management System and to continually improve the effectiveness by regular reviews of the systems. Konkola Copper Mines plc desires to uphold the values of good corporate citizenship and seek to contribute to the wider economic, social and environmental well-being of the host country, Zambia (ibid).

Table 6. Summary of KCM's CSR activities

Education	<ul style="list-style-type: none"> - About 2,200 students study at KCM-funded schools - About 600 Zambians are educated at local and foreign universities and other tertiary institutions - 2 early childhood learning centres cater for 320 children each year - Kitwe Trades School trains about 150 Zambians each year - Offers 40 scholarships to high-ranking government schools each year.
Health	<ul style="list-style-type: none"> - Operates 2 major hospitals and 14 clinics at its plants and within neighbourhoods, providing medical services to over 63,000 people every year, including workers and their immediate families. - Hospitals offer specialized care such as dialysis of the kidneys, group HIV/AIDS programmes, and other health services
Sustainable livelihoods	<ul style="list-style-type: none"> - Supports efforts to rehabilitate livestock. Over the past 5 years, nearly 800 cattle and over 3,000 goats have been handed over to communities in three areas (Nampundwe, Chingola, Chililabombwe). - Assists young people and women in running entrepreneurial ventures including the manufacture of leather products, poultry raising, tailoring, and other income generating activities. - It has funding at least 2,700 families.
Sport	<ul style="list-style-type: none"> - Sponsors two super league football clubs: Nchanga Rangers and Konkola Blades. - Around 120 football players and trainers benefit directly through jobs from KCM help to football. - In May 2017, KCM sent two young people from Nchanga Rangers and Konkola Blades' under 16 youth teams to India's Sesa Goa Academy for a four-year professional soccer training program.
Environment	<p>Acknowledges that mining operations have different environmental consequences and has taken a number of steps to resolve legacy environmental issues. The organization is continuing to invest in a sustainable world through clean technology. Notable investments include:</p> <ul style="list-style-type: none"> - US\$500 million for a new Nchanga smelter with one of the world's best Sulphur-capture rates (99.6 percent sulphur-capture) and US\$230 million for modern Konkola and Nchanga concentrators. - US\$30 million in plant lines and tanks for the Tailings Leach Facility, and US\$2 million in Pollution Control Dam (PCD) desalination. \$19 million to rehabilitate the water management infrastructure of Konkola Underground. This investment fixed most of KCM's legacy environmental issues inherited from previous mine owners. - Conservation of biodiversity with planting of more than 80,000 trees. A pilot project is underway to cultivate 2,000 Pongomia Pinnata trees on 4 hectares of land for environmental remediation and biodiesel growth. This project would create alternative jobs for young Zambians, too. - Complies with the Vedanta Sustainability System, underpinned by the principles of ICM / IFC / OECD and the legislative criteria of the Zambia Environmental Management Authority (ZEMA).

Source: (KCM 2019)

4.1.1. CSR activities and knowledge in the company

In this section, results for the first research objective set out in the introductory chapter (see section 1.3.) will be presented, with regard to case study 1. The first objective was: *to identify what CSR activities and knowledge are found in the company*. In order to explore the role of corporate social responsibility in organizations, participants' perspectives on the importance and content of CSR activities are presented next.

Typical CSR activities and programmes

Participants were asked to express their views on the main areas of CSR initiatives in their organizations in order to understand the traditional practices and programs in the case company as they relate to the market, history and competitive environment, and whether they have changed or evolved in the past five years. All interviewees agreed to the importance of CSR in the organization. As one participant noted, CSR is described as how the company reacts to social needs, social impact, and how it uses its social resources to better the lives of those around its area of operations (Participant 2).

“CSR for a mining sector is very important, because we are like a neighbour to a community. At KCM, we are surrounded by communities, and therefore it becomes a very important component, because you cannot thrive as a business if you are not making sense to society.” (Participant 2).

In addition, as a result of their organizational role and position, all interviewees personally found that CSR was an important topic. Nevertheless, according to the interviews, issues related to CSR were also said to be increasingly on the senior management agenda or even seen as a core part of the overall corporate strategy. This is reflected in Participant 2's remarks that *“to manage the process, you find that it is a fully-fledged package, which has a manager, myself, and then it reports to the executive committee, and then it comes down to have liaison officers, and these are all given strategic sites so that they manage them, and also receive issues, concerns, and translate them.”* Another interviewee said:

“Our business strategy is aligned to our CSR strategy. For example, I have always said that your greatest risk is your social risk. If there is a small riot around here, our miners will not engage in work, all those tons of copper will not be mined. So, the business ensures that it supports those projects that are able to manage businesses, and this is what is called CSR. When we are drawing the business plan for the year, the CSR business plan is inclusive in the entire business plan.” (Participant 3)

We have taken a lot of steps to look at what we are doing on the ground, how we are engaging with our employees, how we are working on our safety, how we are engaging with the government, and how we are engaging with civil society. This is the job of senior management today. It is not just the extraction of copper, or other technical issues. It is about that interaction with all aspects of society.
(Participant 2)

Furthermore, to explain the content and extent of CSR related activities, the interviewees were asked to define the focus areas and standard CSR practices within the organization. Accordingly, interview results show that, company websites, and CSR reports, are consistent in their CSR reporting, emphasizing various aspects of corporate responsibility depending on the business location. Nonetheless, the core areas of engagement for KCM were found to be somewhat compatible with the triple-bottom line model. For example, in relation to the economic aspect of the triple-bottom line, Participant 1 mentioned:

“I work in sustainability. I have been in this role for about 3 years, and my work pertains to developing self-sustainable economic activities that are independent of the mine, that are not dependent on the mine for funds or financial assistance. They usually comprise of economic diversification initiatives, such as agriculture, renewable energy, which are long in operations after the life of the mine. So, we are looking at initiatives that outlast the life span of the mine. There is economic vibrance in the area, and the other one is local content in the mining supply chain. So, that is basically to grow local manufacturing industry and local services.”
(Participant 1)

Another interviewee referring to the social and environmental dimensions stated that:

“We strive to ensure that the impact of our investment goes beyond simply paying taxes, but also giving benefits to the communities in which we operate. The well-being of our communities is fundamental to our business. We have fifty years and beyond vision, which is to contribute effectively to our surrounding communities, as well as, take care of the environment in which we operate. We undertake social development programmes that are aimed at transforming the lives of the people that live in our immediate surroundings communities. In terms of environmental stability, we are looking at tree planting in communities and encouraging people to undertake such programmes so that together we can benefit, both from the mining activities and people can positively enjoy KCM being around.”
(Participant 2)

The social aspect of CSR was emphasized most in the interviews, especially from the community engagement perspective. Typical community related CSR initiatives included, for example, a partnership with the ministry of education to undertake an adult literacy programme, where people that have not gone to school are given a chance to

study (Participant 2), a scholarship programme for students that excel at grade seven and grade nine.

“Our scholarships vary, first we start from grade 7 and grade 9, we go to government schools. The top scholars in these two streams during exams, we sponsor them until they write the next exam. So, we have done over 300 young Zambians as I speak being given a chance. Then we have another programme where we identify our top students in our areas of attention, sponsor them to India, South Africa, and Namibia to study engineering related courses, and others like doctors.” (Participant 3)

“we also have health programmes. We have a rollback malaria programme where we reach out to 42 000 households. We also have the HIV programme, sensitization (workplace and community), as well as treatment. Then we run two hospitals, and 14 clinics. These are accessed by employees and non-employees. Livelihood, most of the Zambians, if not working fall into farming. So, we support farmers through agriculture. We have a livestock programme. For example, we have an agricultural project in Chililabombwe, and Then we have sports, we sponsor 3 football clubs. Then we come in for general courses, like in 2012, we constructed some of the roads here, as well as, constructions of clinics.” (Participant 2)

In general, *“We look into four main things; Education, Health, Sports, and Sustainable livelihood programmes.”* (Participant 1)

When asked about standard internal CSR activities, however, many of the interviewees found it hard to identify specific behaviours that could be classified as "CSR activities." This can be due to the dynamic and wide-ranging existence of the CSR as a concept, as well as to the company's primary view that corporate responsibility is either additional or central to the business.

4.1.2. CSR knowledge management

This section will include the results for the second empirical goal set out in the introductory chapter of this thesis. The purpose of this section is to analyse how CSR knowledge is identified, assimilated, and disseminated (capturing, sharing, and mapping of knowledge among various actors, such as employees). Interviewee answers will be addressed using the concepts defined from their viewpoints: who/which unit is responsible? qualitative/quantitative objectives for CSR engagement and activities; which factors are monitored? How is the strategy implemented in practice? Who is responsible for the implementation? and what are the challenges involved?

When asked how CSR initiatives are managed in the company, one interviewee noted:

“I think it is managed very well. The vision of the CSR department is aligned with the requirements of the community. The community relations manager is very resourceful when it comes to stakeholder engagement (talking to people). The way the structure is set up provides maximum exposure in terms of how you talk to people and all.” (Participant 1)

In addition, the interviews showed that CSR's structuring and management, or in other words, the people and roles that are responsible for these topics, are well done. As such, there is a separate CSR department, headed by the Community Relations Manager, designed to look into CSR related activities.

“We have a CSR function. It is a dedicated team that looks at “how do we respond to the social needs, the social impact, and manage the social resources of the company”. So, that is like a holistic approach to ensure that there is sustained social performance. In that regard, we are supposed to look at it in a broader perspective, how do we manage the relationship between the company and the people?” (Participant 2)

The CSR team is comprised of liaison officers, who are all given strategic sites to manage, and also receive issues, concerns, and translate them into meaningful corporate knowledge. These report to the community relations manager, who then reports to the executive committee. In addition, there is the local economic development (LED) team, a segment of KCM CSR department, which takes care of the economic development issues in the surrounding communities. As one interviewee mentioned,

“CSR initiatives are funded by KCM. But my initiatives are a mixture of both, we get funding from outside, as well as internally if it is available. But we mostly target funding from outside. Our strategy has been involved on two facts; economic diversification and increasing local content in mining supply chain. So, economic diversification has been looking at agriculture, and renewable energy. Local content looking at increasing manufacturing and local services. So, we act kind of separate from the CSR strategy.” (Participant 1)

According to one of the interviewees, to manage CSR communication with the stakeholders, the CSR team generate what they termed a ‘stakeholder engagement plan’. Management will ensure this policy is communicated to all employees, contractors and other stakeholders and be reviewed annually to reflect the company’s commitment to high standards of safety, health, environment and quality. This plan derived from the stakeholder engagement policy. Moreover, it is from this policy that a community communication strategy is drawn up. Stakeholders are able to engage with the company

through the drawn-up engagement process on how to air their grievances and get feedback. Through that, a documentation called community communication procedure to manage the process is generated. As Participant 3 mentioned, in terms of relations *“critiques will come in, and we have a chance to respond and to put things in the right perspective. So, that is another way in which we engage.”*

Furthermore, the interview revealed that another forum called the “going green consultative forum” is used to gather to engage with stakeholders. Here, important stakeholders are invited once a month to deliberate on issues of concern. Moreover, one interviewee mentioned that

“we also take advantage of employees who are critical in nature. We have small groups in which we meet with them, consult and discuss. Apart from that, we also have community liaison committees, which are made of selected people in the communities who have key issues that need to be addressed. So, those are satellite kind of arrangements, and that helps us to manage social issues. For example, if that particular issue is a grievance, then that grievance requires mitigation. So, from there we have the grievance mechanism, which result in some form of projects. In other words, if the issues border on water, we will think about it and say, look, this problem has been coming and its emanating from the need for water and material. So, we will design a project to counter that and help the people.”
(Participant 2)

Another strategy the company uses to gather and disseminate CSR knowledge is what the interviewees termed ‘needs assessment’ strategy.

“It is a strategic way of assessing needs in communities. So, we will meet all the government officials, key stakeholders, communities through focus group discussions, and meetings like, public meetings, and then we will map out the needs according to priority. And when you check, the needs that government has, and the needs that you will find when you go in the fields with your social scientific tools to get the input from community, they are similar. So, it is just the process that you use to actually get those particular views. But, at the end of the day, the needs in Zambia that are outlined in the 2030 vision, are similar to the ones that we generate when we engage an external consultant to do an independent study for us for needs assessment.” (Participant 2)

“The CSR department usually does a need assessment survey, and it is like a base for what CSR programme is going to be. For example, the solar power boreholes, the community really wanted them, because of the power fluctuations in 2016.”
(Participant 3)

In summarizing the whole process of CSR knowledge management, one of the interviewees stated that it is a well-managed process, which starts with engagement,

assessment of needs, then design of projects, implementation, and finally monitoring and evaluation to track the benefits that are there in the community and those that are making sense. (Participant 3)

Internal CSR communication

To explore how CSR is conveyed to employees and how they are involved in social responsibility programmes, participants were asked to describe their company's employee communication and training activities, including the content of the message and target audience, as well as the methods used. Here the main focus was on the internal communication activities, however, some of the interviews focused on CSR training aimed at employees.

When asked about CSR, and how it is communicated internally, different communication channels were highlighted. The resources or methods most frequently mentioned for internal CSR communication included emails and newsletters, company intranets, collaborative social media networks such as Facebook and Twitter as well as, Memos, Posters, and Magazines. As Participant 1 mentioned, “*we have our memos; we have our internal communication channel in terms of posters. We also have weekly bulletin, and quarterly Konkola news (a magazine).*”

Nonetheless, due to the nature of the industry within which the company operates, and the overwhelming amount of information, a medium questioned and criticized by all interviewees was the internal company portal, or intranet. As one respondent mentioned, not everyone is informed, as only employees with access to a computer would access the information. (Participant 1)

Practices related to internal CSR communication and training

Interview data showed that, apart from constraints and communication factors coming from outside the business (e.g., compliance with legislation or perceptions of external stakeholders), internal communication about CSR play an important role in embedding and consolidating organizational values and principles at all levels of the organization (Participant 2). When asked about the management and structure of internal CSR communication, most of the interviewees mentioned that the content (what is communicated) usually comes from the CSR manager, the CSR team, or in some cases from the owner of another specific function, such as the Head of Local Economic

Development. In some instances, it was also mentioned that the need and effort to communicate and tell stories about CSR came from Marketing and Communications department.

“Basically, what is communicated are the initiatives being launched, the benefits of the community, and also information about who is involved in terms of those initiatives.” (Participant 1)

Furthermore, the interview revealed that internal communication and training is mostly directed to all employee (Participant 3), with the objective of them having access to information about CSR initiatives and projects being undertaken. Consequently, and as Participant 1 mentioned, *“once the word of mouth spreads, then it helps drive your image in the community.”* Moreover, internal communication and training of CSR was viewed as important, because, according to the Participant 2, the stakeholder map for the company’s licence to operate is actually a series of concentric circles, emanating from the business operations, and employees are the primary focus of engagement.

“The most central part of the concentric circle is our employees. Are we treating our employees with respect? Are we engaging our employees? or are we keeping them safe? If we can guarantee that every one of our employees can work 30 years and come home at the end of every shift to their family, without being seriously hurt, we have done a good job. If every employee can feel confident that actually management is looking after their safety, and there is a closer engagement between the employees, and the unions, and the management and businesses and things start working better.” (Participant 2)

*“It is very important, because they are the ones that spread internally. In terms of training, the employees know what they are supposed to do exactly in terms of procedures and that normally helps with CSR, but also in **reducing errors or accidents, and also helps in maintaining costs.**” (Participant 1)*

“For us as KCM, employee involvement is one key element that makes our projects successful. For example, the football clubs I am talking about are run by our employees in their spare time. Educational projects, for example, the schools that we build are built by our engineering teams.” (Participant 3)

Overall, external CSR communication (such as reporting or related marketing) was considered to be higher on the corporate agenda and the priority list of CSR practitioners relative to the efforts or time directed at communication with employees, as can be seen from the previous section. In terms of effectiveness and measurement, it was mentioned that *“it is more of being genuine, rather than generous what is important in terms of CSR. We interact, we engage, we are visible, and we respond.” (Participant 2)*

4.1.3. CSR knowledge management as a competitive advantage

Findings to the third empirical objective set out in the introductory chapter will be presented in this section. The aim of the third objective was *to investigate how CSR knowledge management can be an opportunity to generate and sustain the company's competitive advantage (why does it affect employees)*. In the interview, the importance of internal communication and training of CSR for the organization, as well as, the involvement of employees in CSR related activities in the organization were discussed. It was found that the underlying motivating factors behind corporate commitment to CSR at KCM are both external and internal. The key factors for CSR engagement were more specifically linked to the needs of reacting to different external stakeholder demands (Participant 1), meeting regulatory requirements, or having a social licence to operate (Participants 1,2 & 3). In particular, numerous external stakeholder groups, such as consumers, investors, competitors, NGOs, and media, were listed to drive CSR engagement (Participant 2).

“CSR is very visible, because what we are trying to do as a mining company is to act as a catalyst for economic activities that would benefit the local community. The benefits that comes to mind can be in terms of PR. In that case, KCM started this initiative 50 years ago, and it is still in operation. In a way, this benefits us in that it gives us a social license to operate.” (Participant 1)

“Big corporation have realised that in order to operate successfully, you need to have a valid say from the community, people or your stakeholders. So, that is why you need to put communication into perspective because your workers are part of the community. So, if you take care of the community, your workers are also taken care of and vice versa.” (Participant 3)

In addition, almost all respondents underlined the significance of stakeholders' view of the company's activities as having an impact on its **profitability**. As Participant 1 mentioned, *“the major benefit can be PR. Secondly, the way the community around you behaves acts as an indicator of how environmentally sustainable your operations are.”* Another respondent added that:

“CSR for a mining sector is very important, because we are like a neighbour to a community. At KCM, we are surrounded by communities, and therefore it becomes a very important component, because you cannot thrive as a business if you are not making sense to society.” (Participant 2)

Additionally, CSR was said to help the company create more **sustainable and desirable products and services**, both socially and environmentally. For example, the benefits of

CSR were linked to innovation and product development, particularly in the case of products that are useful to the company in its operations.

“we also have a leather project, where we train youths to make leather products (such as safety boots and gloves) that are supplied to the mines and even the general public. So, now we are testing the gloves to see if they can be suitable for use in our operations.” (Participant 2)

Interviews also found that the perspective of **moral obligation and risk avoidance** with regard to CSR was the most obvious motive for the company. This has been addressed primarily in terms of reducing or eliminating supply chain risks and protecting corporate reputation.

“But, most of all we believe that we should be good neighbours. We see what people go through and we try our best to respond, and also to be with the people, and interact, and also make them aware that the neighbour is a good neighbour, and not necessarily that it is a business and is here to make profit and nothing else.” (Participant 1)

“It is less of a corporate mandate, but more of ethical responsibility. So, if you are not taking care of the community, obviously you will seem to have hadal in the future. Every major company, bank, or financial institution that you go to looks at your relationship or commitment to the community. It is not only an ethical issue to you, but it is something that just makes sense to have the community on your side.” (Participant 3)

4.1.4. Management and implementation challenges of CSR

This section will present the results for the fourth empirical target set out in the introductory chapter. The fourth objective had as its goal to examine factors affecting the management and implementation of CSR. In order to understand the challenges of CSR management, as well as, shed some light on the overall business case for implementation and communication of social responsibility, the respondents were asked to address the main challenges of implementing CSR in practice. According to the interviews, the topics that were mostly referred to as the obstacles or threats to CSR management included: dependency, communicating effectively on CSR, both externally and internally, content of CSR initiatives, and launching and stakeholder expectations.

According to one respondent, the major challenge related to organization and management of internal CSR communication was evident. There was frequent discussion of effective communication due to time constraints, preparation, and resources in reference to company size (Participant 1). The following quote represents partly this view.

“We are a very big company, and times timing can be one big challenge, in that information does not reach all the employees at the right time.” (Participant 1)

In addition, the interviewees mentioned the challenges of stakeholder expectation. It was mentioned that understanding the culture of communities in which the company operates is important in having an overview of both the communities and government’s expectations. The respondents stated that, aligning the stakeholder views and the company goals reduces the risk of dependency, which as the respondent alluded to, is due to having diverse understand of what CSR is and should be. As one interviewee mentioned:

“... operations should be designed in such a way that while you are maintaining or accomplishing your objectives, you are also providing to the community, because the community looks up to you because You are one of the largest employers operating in the area and you provide livelihood to a lot of people around you.” (Participant 2)

Furthermore, it was mentioned that launching of CSR programmes is a vital aspect to the success of the initiatives. For example, one respondent explained that stakeholder identification for the purposes of engagement is an important element to launching CSR initiatives, and thus, the responsible team needs make an informed decision on who to invite for the launch. Moreover, the team needs to understand the reason for stakeholder engagement (for example, grievance mitigation, information gathering, etcetera). Similarly, content of the programmes to be initiated was seen to be challenging. This viewpoint is illustrated in the following quote.

“The launch. How you are launching is very important. Second, where are all the invitations going to? Who you invite matters, and what the programme is all about?” (Participant 3)

4.2. CASE STUDY 2: First Quantum Minerals (Kalumbila Minerals Limited)

In this section, the second case company, FQM’s Kalumbila Mineral Limited is presented. Kalumbila Minerals Limited is a subsidiary of First Quantum Minerals (FQM) a leading and fast-growing copper company founded over 20 years ago with a strong belief in copper's long-term fundamentals. FQM’s operations currently cover nine countries and five continents, starting with the 1996 acquisition of a mining license in Zambia to reprocess tailings from past mining activities. For this study purpose, the interviews were carried out at FQM’s Kalumbila Minerals Limited, which own the Sentinel copper mining project in Kalumbila, Zambia. (FQM 2020.)

Background to the company

The mining of Sentinel copper is owned 100 percent by Kalumbila Minerals Limited, a subsidiary of FQM. Sentinel is about 150 kilometres west of Solwezi, in north-western Zambia. Construction of the Sentinel was approved by the company's board in May 2012, and development and construction began in the second half of 2012. Staged commissioning began in October 2014 and on 1 November 2016 Sentinel was announced to be in commercial production. However, the initial mine development began in 2013 to create infrastructure for in-pit crushing and conveying. Open pit mining is carried out using conventional methods, including electric face shovels and hydraulic excavators, and a fleet of trucks carrying capacity of 330 tonnes and 240 tonnes. (FQM 2020.) Table 7 presents the facts and statistics of the company.

Table 7. Company facts and Statistics (2018)

Copper production (tonnes)	223,656
Copper sales (tonnes)	238,211
Average quality of copper processed	5%
Mine type	Open pit
Number of employees	2,231
Number of contractors	2,165
2019 output (tonnes)	230,000

Source: (FQM Annual report 2018)

Corporate Social Responsibility at FQM

FQM focuses their CSR programme in five key areas – governance, economics, environment, social and labour. As a strategy, the company believes in the long-term fundamentals of copper. Accordingly, the corporation seeks quality assets to which it can apply its unique technical expertise, in jurisdictions in which it can operate safely and cost effectively. FQM's approach to social responsibility is no different - from the CEO to local management to operator, it involves everybody. According to the CEO, at First Quantum, social responsibility comes from within and is embedded in the culture of the company.

” All our communities are diverse; each has complex challenges that require unique solutions. Yet these places are where we live and work. Although it all takes considerable effort, it's personal to us. These communities are on our doorstep and social responsibility is never far from our mind”. (Philip Pascall – Chairman and CEO 2018)

Additionally, FQM has its beliefs in its origin of creating value as an important element, but not at the expense of the people or communities within which the company operates. The company believes that the welfare of the people and communities in which it operates is important for building lasting relationships. Accordingly, learning is key to the company's success, and thus FQM believes that developing and mentoring those around its operations has made the company to be where it is today. As a mining company, FQM works within its sphere of influence. The company values partnerships with communities and local and national governments.

The company's beliefs are embedded in principles and policies. These principles outline more specifically how it makes a positive impact for its workforce, communities and other stakeholders. FQM principles are built around four pillars: Economically viable investments, technically appropriate operations, environmentally sound practices and socially responsible actions. The company aims to deliver these by: Implementing environmental management systems in line with ISO 14001:2015; Improving community relations through better communications, supporting sustainable community development programs and establishing grievance procedures; respecting human rights; and Implementing health and safety managements systems based on BSI/OHSAS 18001:2015. Moreover, the company also develops its employees in a fair and equitable manner and provide equal opportunities by skills development via training and mentoring schemes which enhance social and economic opportunities.

4.2.1. CSR activities and knowledge in the company

Throughout this section, results are introduced to the first empirical objective set out in the introductory chapter with regard to case study 2. The first objective was: *to identify what CSR activities and knowledge are found in the company*. The views included industry-related activities, business history, competitive environment of the company, and how they have they have changed/evolved in the past five years. Also, examples related to practices to advance the related themes stated above were discussed

According to the interview, CSR is considered as an important aspect to the company, as well as, to the surrounding communities' development. The interviewees stated that, the Trident Foundation (Foundation henceforth), an affiliate of Kalumbila Minerals Limited is responsible for carrying out Corporate Social Responsibility of the firm. Similarly, the interview revealed that, to show commitment and support for CSR initiatives, the

corporate head office has a public statement about the core values of the company displayed in all public areas of the workplace for all to see and understand. Moreover, the firm's engagement with the environment is reviewed at the corporate level. *"For us, we are looking at what we call, the "social licence to operate" (Participant 4).* As participant 5 described, the initial role of the foundation has been to execute the resettlement, connect the company with the communities that where resettling and the communities around the mining area of influence. Thereafter, mitigate the impact by constantly engaging the communities, and to understand their areas of need and concern, and to be able to ask the company to find a way of addressing those (Participant 5).

Typical CSR activities and programmes

According to the interview, CSR's overall value and the efforts made to organize and implement it in the organization were seen as linked to the company's strategic strategy, as well as the relevance of the term in its operational environment. This is highlighted in the following quote.

"I report to the manager of the foundation, and the manager reports to the general manager of this operation here. But he also is directly working with the group CSR manager, who is managing number of operations in African. This CSR group manager also reports to another manager who must report to the board on matters of specifically CSR. So, you can see that it is given a lot of importance, and some of the decisions of how we operate are determined by the board, because they have a keen interest of what happens to the people when we are doing our business." (Participant 5)

Furthermore, one of the interviewees mentioned that, on the conclusion of the resettlement, the Foundation's area of concentration also shifted to now handling CSR, *"which for us is very important."* (Participant 5) The **main areas of CSR concentration** were highlighted in the interview, which included: education support, health support, conservation farming, local business development, training, scholarship, and wildlife conservation.

"The Trident Foundation was created to basically just do CSR. In the Zambian understanding, we have concentrated by looking at the baseline, which is what we found before the start of this operation and we have determined the areas of need in terms of education support, health support, conservation farming, local business development, training, scholarships, and wildlife conservation." (Participant 5)

“There is a department for Health, Education, Local Business Development, Training, Local Recruitment and Training, Livelihood support, and not only to resettled communities, but also to the wider community. The livelihood support takes the form of agriculture, bee keeping, some supported fish farming, vegetable production, market linkage, etc. We also have an infrastructure development programme, and wildlife conservation programme as well. We also have a forestry farming, which is under the foundation, and falls under CSR.”
(Participant 4)

To be socially responsible, a business has to be accountable to itself and its shareholders first. The interview revealed that the company implements CSR systems and has evolved to the point that it can give back to society (Participant 5). Therefore, CSR was seen as an essentially broad corporate strategy.

“We are here to make a profit, and we believe that you may never have a win-win situation, but we think that there is something that we can give back to the community in return for doing business in the areas in which we are found. We have two types of communities around us. First, the communities that are directly impacted by the project in one or two ways, starting with the people that have been resettled. We have two resettlement areas, one in the north and one in the south. Other than that, we also have communities that have been indirectly affected. They are not resettled, but, because of the coming of the mine, they get to be affected in one or two ways.” (Participant 5)

To further explain the actual scope and extent of various social responsibility related activities, the interviewees were asked to identify the **focus areas and standard CSR practices** within their organizations. The interview revealed numerous activities ranging from economic, environmental, as well as, social aspect of CSR.

The interviews highlighted the social aspect of CSR, particularly from the point of view of community development. For example, one interviewee mentioned that, prior to the mine coming in the area, the place was a very rural community. He mentioned that there was not much going on, or opportunity, literacy levels were low, education levels were low, access to markets, jobs and income generation were low. People were living in a very rural, subsistence life. However, at the coming in of the mining company, people's lives have been positively impacted, as well as, the environment. A town has been built from scratch.

“As a corporation you cannot just come and push those people to the side and say there is nothing for you. So, there must be a certain level of engagement, there must be compensation, which was done through the resettlement plan. But, once all of that is out of the way, those people must see that there was a positive impact

from this big investment coming into their area, and it is a very delicate and sensitive, very tricky situation to manage.” (Participant 4)

However, the interview also emphasized that with the coming in of the mining operations in the area, not everyone was going to benefit or get a job, or adequately be compensated. Some people have their lives disrupted, and their homes moved. Particularly, the people’s culture has changed. Consequently, *“the role of the foundation is to manage that impact and try to make sure that the impact is not a negative one, but a positive one.”* (Participant 6.) As for environmental responsibility, the case company have been said to focus more on areas such as mitigating the adverse environmental effects of the company, and wildlife conservation.

“we are in partnership with Department of national Parks and Wildlife, and we are supporting them to manage West-Lunga National Park and the surrounding game management areas. This forms loosely part of our environmental compliance, [...] at the invitation of government we are trying to mitigate threat of mining in the area.” (Participant 4)

Additionally, because of the nature of the mine industry, the interview also revealed that many trees are cut down to pave way to mining operations. The interview showed that in the mining sector, normally the cut down trees are piled up and then burnt. However, one of the interviewees mentioned that, the company has taken advantage of this and created work opportunities for the community.

“We have done this slightly differently, where we have built a sawmill and a furniture factory. This has cost the company approximately USD2.5 million, we have employment about 110 local carpenters and people that tend to work at the sawmill. So, they produce all kinds of furniture: they make school desks for the surrounding schools, they make fence poles, etc. That also falls under CSR.” (Participant 4)

Based on the interview, it was also revealed that the company tries to invest in local recruitment and training.

“We as CSR we are trying to lay a foundation in several different areas; local training, local recruitment, local business, access to markets, market linkages, sustainable agriculture, bee keeping from the forest, trying to look at ways we can help the communities utilize the resources around in a positive way that can sustain them.” (Participant 6)

4.2.2. CSR knowledge management

This section will include the results for the second empirical goal set out in the introductory chapter of this thesis. The purpose of this section is to analyse how CSR knowledge is identified, assimilated, and disseminated (capturing, sharing, and mapping of knowledge among various actors, such as employees). Interviewee answers will be addressed using the concepts defined from their viewpoints: who/which unit is responsible? qualitative/quantitative objectives for CSR engagement and activities; which factors are monitored? How is the strategy implemented in practice? Who is responsible for the implementation? and what are the challenges involved?

As one respondent mentioned, dealing with people has no single formula. Different stakeholders have different expectations and views. Therefore, what the Foundation tries to do is implement the policies and values of the company.

“We recognize that this is their land, that this was their heritage, and this was where they were living, and there has been a big disruption to that. So, we try to see “how can we make that into a positive impact”. So, we are learning a lot of lessons here, and we are trying to use those lessons in a way that help us all to grow positively.” (Participant 4)

The interview revealed that different offices manage particular sections or departments, of CSR and every year a budget is given. According to the interviewees, the budget is donated by the FQM board, which runs all the activities of FQM businesses (Participant 4 & 5). Moreover, the Foundation decides on the activities in collaboration with the stakeholders (e.g., the communities and government).

“We decide on the activities that we are going to do in conjunction with the communities, and then we submit budgets, and get funding and then execute our roles. In other words, we engage with company needs assessments with the communities. We have field officers working in the communities feeding back information to us, and then we design our work plans and our overall strategic plan from that, and then we go and get funding from the mine.” (Participant 4)

In addition, the interviews showed that in relation to CSR, the organization already has certain qualitative or quantitative goals. The set of goals and relevant metrics relevant primarily to issues such as workplace health and safety (e.g., incident rates, number of sick leaves), environmental management (e.g., eco certificates, carbon index, CO₂ emissions), human rights, etcetera (Participant 4).

“Individual assessments are key in the process, and every year there is a review for everyone. So, at least you have an opportunity to assess yourself, and to get peers to assess you, and to get supervisors to assess you, and this way we measure both qualitative and quantitative. You should be able to arrive at some fair level of analysis.” (Participant 5)

“We set ourselves what we call key performance indicators (KPIs) or targets. So, we set ourselves objectives, which are linked to long term objectives, and we set ourselves short term targets, and then to achieve those targets we have a list of KPIs. We know that we must meet to meet our targets. For example, we have our livelihoods KPIs, how many beekeepers are signed up on to the programme? How hectors of woodlands have their beehives protected? How much income is being generated into the community. And then we produce monthly reports, and quarterly reports and annual reports. Those KPIs are quantifiable and measurable.” (Participant 4)

With regards to stakeholder engagement, the CSR team creates what is called a stakeholder engagement strategy to handle CSR communication (Participant 6). According to the interview, almost all respondents referred to the fact that information exchange is always done through dialogue with different stakeholders (Participant 4 & 6). It was mentioned that internal dialogue is normally organized by the Human Resource department.

“We can also look at providing CSR in terms of what we do for our employees who are in the mine. For example, they need accommodation to be able to provide the services that we require, the labour that we require, and they need a few other things to be able to exist here and effectively contribute to the production of the operation. But that is on the human resources side.” (Participant 4)

“Each department within the foundation produces a monthly report, where they report on their KPIs and where they report on their activities for the month. There is also a monthly financial report that comes out as well, we have budget meetings to see where we are in terms of achieving our budget, and where we are in terms of meeting our KPIs. So, it is a monthly report that fits into a quarterly and annual report.” (Participant 4)

Internal CSR communication

To examine how CSR is communicated to employees and how they are engaged in social responsibility projects, participants were asked to explain the communication and training practices of employees in their company, including message content and target audience, as well as the methods used.

When asked about the communication tools used by the firm to communicate CSR to its stakeholders, the interview revealed that there are two categories of communication

channels. Those that are published (such as CSR reports, websites, brochures, social media, etcetera), and the unpublished (CSR strategy papers, internal compliance handbook, code of conduct, and other public statements in places of work). In addition, communication tools, such as public relations (PR), and the local media, which are directed at external stakeholders were also discussed.

“We use phones, WhatsApp, we use emails, we use face-to-face meetings, we use toolbox talks, etc” (Participant 4)

“The notice boards, the toolbox meetings, peer group meetings, training services. There is training eventually for everyone in the company, safety trainings, and all the necessary tools that are required to ensure that the employee is effectively contributing to the core business are provided.” (Participant 5)

“We have our own PR department that falls under the foundation, and they report locally in the local media (ZANIS, local press, ZNBC). Then we also have a PR contractor in Lusaka. They also put stuff out in the mainstream media for us.” (Participant 6)

However, not every interviewee felt that CSR was communicated as it should. For example, one respondent mentioned that there is no clear communication channel for CSR, and this portrays a negative image about the company.

“However, there is no clear corporate communication channel or directive. FQM, is perceived as not good at CSR because they do not report on it. But you get on the ground, you actually see that we are doing quite a lot.” (Participant 4)

“I think we are going to need to improve our internal and external communication, because we see it as an important tool for CSR.” Participant 6

Practices related to internal CSR communication and training

When asked about how internal CSR communication and training is done in practice, there was consensus among the respondents that information is given to all employees. It was also mentioned that in order for employees to do the right thing, they needed to have the skills needed. Consequently, the company benefits from skilled employees in that they get to execute their functions effectively and efficiently. On the other hand, employees feel empowered by the training, and in turn have their careers advanced. Thus, there is a win-win situation for both parties.

“There is a very good flow of information, and for employees of a certain level who have access to a computer and an email address, all information that is for the knowledge of employees is generated on a regular basis. Even for employees

that do not have access to computers, we ensure that through the regular toolbox discussions are provided with necessary information. So, the flow of information is well taken care of.” (Participant 5)

“Most of the information goes to the field officers. There are some management meetings also. I normally go to at least one training activity every year. This sort of work I am doing is quite broad, and so I need lot of support in a lot of different areas.” (Participant 4)

“We manage it, and we link up with the different departments in the mines. We meet up with safety, we meet with ERT, we meet with the training department. When they are doing applicable training to us, especially things like first aid, and so on.” (Participant 6)

The interview revealed that in order to manage information flow, regular engagements with the communities are done. According to the interviewees, communities are required, through several platforms created, to inform the CSR team how they need to develop or what it is they think will benefit them through CSR. This is done through community representatives who are met on a quarterly basis to understand their areas of need, and in order for the CSR team to be able to submit full budget support to various areas of activities, such as training.

“So, basically it is just the engagement with the traditional leadership, the royal establishment, the chiefs through the royal establishment, and through reviewing some of the things which we have done in the past, which have made a positive impact, and through also looking at some of the areas where we think that we might need to polish up and do it better.” (Participant 5)

In addition, the interview showed that through community engagement, the CSR team is well vested to agree with communities on the way forward in terms of support projects. The interviewees mentioned that communities contribute to the projects in form of labour, and otherwise, and this helps to reduce on the dependency syndrome in that there is participation from both sides. This is expressed clearly in the following quotes.

“We do not like to make people feel that it is a handout, because handouts do not usually yield the results that you need, and they create dependency kind of tendency. So, where infrastructure projects are concerned, we have spoken in agreement with the communities that they can contribute in kind in form of labour, material support that is found locally, and then we provide the more important aspects that require high value in terms of money, and it has usually worked out very well for our infrastructure projects.” (Participant 6)

“To borrow form the words of our chief executive officer, there is a strong belief in the people that surround this operation. We go into a community, and we start

a business in a community/around them. It is important for us to understand the needs and challenges of the community and to begin to take a special and unique interest what they are doing, or what they need, which is different from other areas. So, each area is unique, and we need to do a localized approach to a situation, and hands on kind of approach to managing the issues that they are concerned with.” (Participant 4)

The importance of CSR communication and training in the company was also emphasized in the interview. Although, some form of communication where seen to exist, one respondent mentioned, *“we are all very busy doing our own things, and we sometimes forget that actually we are all in the same boat together, and so I think that is where communication needs to be improved.”* (Participant 4)

“Investors will score you as an index, how you perform, and CSR is one of the parameters in that index, and for us, it brings our score down. Our investor’s score comes down, because we are perceived as not doing a lot of CSR. It is not because we are not doing it. It is because we are not talking about it.” (Participant 6)

Furthermore, asked about training and how the training department ensure that the company has the right skilled and knowledgeable employees, the interview revealed that people are taken from the community, seconded by the area chief to be trained as operators (Participant 6). In addition, almost all the interviewee mentioned that, consultations with the government are done to come up with the right programmes and projects that will benefit both the community and the company.

“The government is fully involved. They know what we are doing and the help that we are giving the people in terms of education. We work hand-in-hand with the government, assisting local people.” (Participant 6)

It was explained that the objective of involving the local people in training was for their long-term career benefit, in the event that the mine was no more. Also, some of the interviewees raised employee engagement and motivation as a possible advantage of internal CSR communication. This was also seen from a recruitment point of view, where the focus for the community was primarily on CSR as a part of the employer value proposition.

“From the baseline, we know that there have been low literacy levels in the area and the challenge has been to train out several people that are unskilled to take up skilled jobs in the mines. So, that is what has necessitated the training that we are providing at different levels; tertiary level/university level so that we can have local people participating in the employment market here.” (Participant 5)

Moreover, **employee involvement** in terms of CSR initiatives was discussed. The interview revealed that due to the nature of work in mines, and that most of the CSR initiatives are seen from the community support point of view, there is very little room for CSR engagement on site by employees. However, within the mining operations, particular initiatives, such as the environmental department, has been involved in keeping a healthy environment. Similarly, this information is spread to all the employees and each employee is expected to use his/her initiative to benefit the whole community. For example, keeping the environment clean, avoiding littering the place, and keeping themselves safe and arriving back home safe. (Participant 5)

Furthermore, to determine the Impacts of CSR, assessments and surveys are conducted. According to the interview, this is normally done by independent consultants in order to achieve an independent view on the subject. as Participant 6 mentioned in the following example.

“For example, in 2014 we asked an economist, Professor Sasa to come and carry out an independent audit of the operation. First, in terms of mining related challenges, legislations, government legislation and how it is impacting us, and how other things could impact the business, and how we relate with communities, and how either that is having a positive or negative impact on what we do in general. So, when we engage private consultants, one would be made to believe that they bring out independent reports that will help you to assess on whether what you are doing has a positive or negative impact or whether CSR is having a positive or negative impact on the business.” (Participant 6)

Regarding the **strategy for CSR communication**, the interview showed that key CSR problems are defined and effectively incorporated into the culture, image, decision-making process and operations of a company; while developing a structure for effective oversight and stakeholder participation. This is done by ensuring that the necessary information gets to the very least person in the company in the quickest possible time.

“First of all, a happy employee is a productive employee, and if you do not communicate then you create resentment, unhappy people and this affects production. So, it is imperative upon the units in charge of communication to make sure that they do a good job, because dissatisfaction, resentments can happen over a very minor thing. For example, if there is poor communication about just meals, which the employees are entitled to every day at their place of work, they have to take the meal provided by the company. If there is any information lacking about a specific item like meals it can create a lot of disharmony, and result in protests, disruption of production, and that affect business.” (Participant 5)

In order for the organization to communicate and train CSR activities to the employees, the interviewees mentioned that there is a designed plan by HR to identify available and missing skills for a particular role. The respondents stated that the HR department ensure that a plan for each individual in the company to be trained in specific areas is outlined. Moreover, the interview revealed that a component of training in various skills for all employees is made available by the training unit. This is expressed in the following quotes from the respondents.

“HR will identify those areas of need, and then design a programme to ensure that a group of people are trained at a specific time. Meanwhile, there are trainings that are ongoing for all employees, for example, refresher courses on matters of safety, doing one module onto another, until you graduate.” (Participant 4)

“There is a system of understanding the various needs, demand for training, skills identifications, missing skills, skills that you need to carry out certain jobs. If those are missing, then they create a programme to ensure that those employees that need a certain skill at a certain level of work are trained in a particular area.” (Participant 5)

“All of us are expected to do the right thing because we have gotten the training that we need. So, when we achieve that, it obviously taken for granted that you will be able to execute your functions even more effectively than you did before. So, that is a benefit on the part of the company. On the part of the employee, again you feel that you are being empowered, because each time you learn something new, and it adds to your CV, and they use your skills and knowledge you have achieved, even after you leave employment or when you are not doing your work. So, the benefits are both ways.” (Participant 5)

4.2.3. CSR knowledge management as a competitive advantage

Findings to the third empirical objective set out in the introductory chapter will be presented in this section. The aim of the third objective was *to investigate how CSR knowledge management can be an opportunity to generate and sustain the company’s competitive advantage (why does it affect employees)*. When asked about what drives the firm to engage in CSR, several issues were raised. First, the **company values** were highlighted. As one respondent mentioned, *“as you see from that poster statement, they say it is in our DNA.”* Another interviewee added that *“It is the right thing to do, we have an opportunity here to demonstrate positive and sustainable development, and so they said, we need to take that opportunity and we need to make sure that the development that we are doing leaves a positive legacy.”* (Participant 4)

In addition, the benefits the company gains from CSR initiatives were discussed, and the interviewees gave numerous reasons. First, that there is a **shift in the world of business** today. Companies are no longer expected to simply make profits (Participant 5). But that there is a growing number of forces trying to make sure organizations are operating responsibly. For example, one of the interviewees mentioned that in this digital age, social media has been used by many to scrutinize companies not acting responsibly (Participant 6), with questions raised:

“are you a responsible company? Or are you a company that abuses human rights, abuses the environment, and exploit for your own profit without doing something to protect it? So, if you behave in that way, sooner or later it is going to come out and it is going to be reflected, and it is going to have an impact on your share price, it is going to have an impact of investor confidence. So, already the investors in the extraction industry are looking, not just at how you mine copper, but how do you interact with those around you?” (Participant 5)

Furthermore, the interview revealed that CSR is vital to the company for **investor confidence**. As one respondent expressed, *“companies nowadays have to demonstrate their gains every day due to pressures from the community and other concerned organizations.”* (Participant 4) Moreover, mines have been scrutinized for polluting the environment because of their activities.

“Investor confidence, firstly, and secondly, it benefits them because of the public image and how they are perceived by the wider community. Thirdly, it is the social licence to operate. If the broader environment is going to suffer, the communities are going to suffer, at some point work is going to stop, and your bottom line is going to be affected. Lastly, do not forget these guys are in it to make profit, and if you do not pay attention to your community and to your environment around you, somewhere down the line it is going to cost you money.” (Participant 5)

“So, we are taking a sort of proactive, pre-emptive approach, to say let us mitigate the threat now at source so that it does not cost us much down the line. And a lot of mining companies that have been around for a long time have been stung like that, they have ended up paying because of things they overlooked of their communities of their broader environment. So, the bottom line is always profit, and there is a profit element to it, but it is also the social licence to operate, and it is also, as they say, it is the right thing to do. We want to be a responsible investor.” (Participant 6)

The respondents stated that because of the growing expectation from the stakeholders, such as the communities, the government, and business partners, being socially and

environmentally responsible was seen as an important aspect of the company. The interview revealed that dialogue – when meaningful - contributes to trust, relationship, shared decision-making, and legitimacy. In other words, **reputation** for the organization was important.

“If we are acting responsibly, that is a benefit both to the community and to ourselves. We have a reputation to protect as a company, and it is important that we act responsibly and get the full benefit out of it. So, just acting responsibly provides us the benefit that we need in carrying out our business.” (Participant 5)

“As we grow, we do not need to lose sight of our culture and our spirit that defines our organization. So, we realize that we have a duty in the communities in which we work, and we engage. It is just important to note that we have a social licence to operate, and we can only achieve it if we are living in harmony with the community and the environment that surrounds us. And we make sure that areas that have been impacted will get the necessary mitigation to ensure that situations do not go to extreme, including the people, the environment. So, that on its own is a very important aspect.” (Participant 6)

Moreover, one interviewee also added **employee commitment and motivation** as a potential benefit for CSR knowledge management.

“We have the workforce, and if we are acting responsibly then we ensure that we have a happy and productive workforce. That is important to the business.” (Participant 5)

Another respondent mentioned **moral obligation** as a benefit for engaging in CSR initiatives as an organisation.

“If we are acting responsibly, it means that we are working in conformity with the laid down policies of the country and we will exist without any challenges doing our businesses.” (Participant 6)

“They did not just want to come here and dig a hole, they wanted to show that this can be a positive and sustainable development. And the work that we do, particularly this wildlife conservation work has attracted the attention of some very major organizations overseas who are saying that they are liking this approach. So, we are trying to demonstrate that this sort of mineral exploitation can be used for a positive way to the wider environment of the community.” (Participant 4)

“As a responsible business we are doing what is required and what is legally required by law, and that we are aware of human rights situations in the communities in which we are doing business.” (Participant 5)

4.2.4. Management and implementation challenges of CSR

This section will present the results for the fourth empirical target set out in the introductory chapter. The fourth objective had as its goal to examine factors affecting the management and implementation of CSR. According to the interviewees, the firm faces numerous challenges in its management and implementation of CSR initiatives. Some of the challenges discussed included: stakeholder engagement (negative press), lack of infrastructure development, dependency mindset of the community, bureaucracy, etcetera.

“I think one of the most difficult areas for the foundation is engagement with some of the key stakeholders and the community. How that engagement unfolds, there is a lot of negative press about some of the impacts.” (Participant 5)

“There is a lot of people living around that area, and there is no infrastructure in that area. There is no tourism, there are no animals, and it is so difficult to show the people that in this area there is something that we should conserve. Because they are not deriving much benefits from it. So, that is the most challenging thing.” (Participant 4)

The goodness is that the people, and their chiefs have been very supportive of what we are trying to do.

“It is remote, infrastructure is poor, the road networks are poor, and the road to get here is ok, but from here getting anywhere else is a challenge. We have a five months rain season, and that makes it very challenging.” Participant 6

It was also mentioned in the interview that working with traditional leadership can be challenging, because, they have a **different perception of CSR**, and this increases the demand on the CSR team. However, despite this challenge, the interview revealed that people, and there are supportive (Participant 4).

In addition, one respondent described a ‘**dependency mindset**’ in which the community look to the company to provide them with services as a reward for social and environmental damage. He mentioned that, people feel that they do not own the project, because the organization originally offered the tool they are responsible for. Moreover, the interview revealed that the community does not have the expertise needed to sustain a project because existing resources have not been used to execute it. Consequently, initiatives implemented in this way cannot remain functional without continued support from the company. The following quote clearly shows this.

“The first challenge, which I did mention earlier is dependency. Dependency in the sense that we have resettled communities, the people that have been directly impacted by the project, and we have carried out an involuntary resettlement. And when you do that, people think that you have a lifelong commitment and obligation to provide for the communities, and that on its own is a challenge. You can never have a time when communities can work independently with the kind of resource available in the communities and the entities that they have to be able to fend for themselves or to exploit the situation like that and make business out of the fact that there is an existing mine, they can provide this and make money for themselves. All that is obliterated by the demand for more things like handouts.” (Participant 5)

Furthermore, the interview also explained the concern that when CSR is overdone, it results into **reluctance by the government to do its duty**. This development was alluded to the fact that there is scarcity of resources to provide services for the communities from the government’s point of view, and thus, that responsibility is somehow placed upon the mining company.

“... when you carry out CSR you might be required to replace government in certain areas as in these communities, where it is possible that government projects are rare and when people see development, they relate it with the operations that is in their area. Because of that, it is possible for communities to feel that the responsibility of mining operations that are providing CSR is to continue doing things that government is supposed to do.” (Participant 6)

Aside from the problems mentioned above, the interviewees also highlighted the **bureaucracies involved in decision-making and implementing CSR**. The interviewees have implicitly emphasized the role of government. The power or restriction of the Government is illustrated in the following remarks:

“They see a long-term vision, and they have signed up for this public/private community partnership. The government is also a key partner in that, but “the wheels of government turn slowly”. So, we have got bureaucracy in governments, we have got bureaucracy at the mine, and these two things are just making progress difficult.” (Participant 4)

This seems interesting to note, however, particularly when the government and the firm consider such initiatives by firms as contributing to the provision of goods and services for the citizenry, especially when the government lacks the financial strength and resources to meet for the citizens’ needs.

5. CROSS-CASE ANALYSIS

In this chapter, the thesis examines, in the cross-case analysis, which places the two cases indicate the same points, where they differ, and where the two cases conflict. The results are profiled and clarified in line with the research objectives (see section 1.3.) in order to recapture the findings from each case, as presented in the previous chapter, and to allow comparison.

5.1. CSR activities and knowledge in the company

The existence and level of the company's different political, social cultural and economic contexts, as described in the literature review, have a significant effect on how CSR activities and practices are managed and communicated to employees and other stakeholders. The first objective for this study was *to identify what CSR activities and knowledge are found in the company*. Therefore, in order to study CSR knowledge management in organisations, it was important to first understand the underlying attitudes and expectations of workers towards the definition in general. For this purpose, participants' perspectives on the importance and content of CSR activities are reviewed. The section is categorized into CSR activities, impacts, and types of knowledge.

5.1.1. CSR activities

It can be seen from the findings of both case companies discussed in the previous chapter that stakeholders (particularly, communities and government) are gradually calling for more ethical and sustainable mining activities, causing the companies to rethink the importance of developing impactful CSR programmes. Growing the pressure further, people across the operational areas are actively seeking a greater say in how the mining companies exploit and extract resources out of their communities. The peculiar thing of both case companies is that they needed to go where they had to physically find the resources they wanted. These areas are largely rural, environmentally sensitive and are inhabited by indigenous peoples, who would not equally receive the economic benefits of development. As seen from the previous chapter, interviewees from both case companies mentioned that creating a CSR programme that is not only well-defined but well-executed is therefore essential if a resource firm wants to maintain its social license to operate, particularly as a foreign company in a host jurisdiction.

In addition, it was discussed in the interviews that CSR programmes are seen as a reasonable way of compensating communities for the social and environmental costs associated with mining, while at the same time engaging the community through participation in the mining projects. According to the interviewees, in order to obtain a ‘social license’ to operate, the mining companies must offer benefits to local communities. Knowledge of respondents about the alleged presence of various CSR activities of the case companies in the communities were examined. The variables used are according to the claims by respondents the companies have done or achieved with their surrounding communities. These activities are classified here into four groups: health-related activities, education-related activities, community-related support and livelihood-related activities.

Health related CSR activities

Table 8 summarizes the findings from the respondents’ answers to health-related CSR practices.

Table 8. Health-related CSR activities

<i>CSR initiatives</i>	KCM	FQM’s KML
- <i>Rollback malaria programme</i>	X	
- <i>HIV sensitization and treatment programme</i>	X	
- <i>Hospitals</i>	X	
- <i>Clinics</i>	X	X

While similar in what each company provides in terms of health, there are variations in what most respondents in each company identify by response. Further review of the responses shows that such facilities are not generally situated in the respondents’ same town or village but at a place they can reach, or an area within the reach for the communities.

Education related CSR activities

Table 9 summarizes the findings from the respondents’ answers to education-related CSR activities.

Table 9. Education-related CSR activities

CSR activities	KCM	FQM's KML
- <i>School building</i>	X	
- <i>Scholarship programmes</i>	X	X
- <i>Promote learning opportunities for vulnerable children</i>	X	
- <i>Promote and support education at all levels</i>	X	X

Community support related activities

Table 10 summarizes the findings from the respondents' answers to community support related activities.

Table 10. Community support related CSR activities

CSR activities	KCM	FQM's KML
<i>Road infrastructure</i>	X	x
<i>Construction of clinics</i>	X	
<i>Installation of a solar powered borehole</i>	X	
<i>Community resettlement project</i>		X

From the interviews it could be seen that community support by mining companies to communities had the highest responses. This may be because CSR indicates that the company takes an interest in broader social problems, not just those that affect their profit margins, attracting stakeholders who hold the same values. Therefore, working sustainably makes good economic sense.

Further review of the responses revealed the frustration and resentment of the local communities in both mining area regarding the deplorable state of their road which serves as the main route for the vehicles of the mining company and the communities. As one respondent mentioned, "*infrastructure is poor, the road networks are poor, and the road to get here is ok, but from here getting anywhere else is a challenge. We have a five months rain season, and that makes it very chllenging.*" (Participant 4)

Livelihood related CSR activities

Table 11 summarizes the findings from the respondents' answers to livelihood related activities. In the interviews from both companies, respondents acknowledge that the companies have offered employment and training to local people. For example, KCM has

an agricultural project in Chililabombwe, and a leather project, where youths are trained to make leather products (such as safety boots and gloves) that are supplied to the mines and the general public. Similarly, the wildlife conservation programme by FQM has attracted the attention of some important international organizations, and thus attraction collaboration with various stakeholders.

Table 11. Livelihood related activities

CSR activities	KCM	FQM
<i>Training of local people</i>	X	X
<i>Employment creation and skills development</i>	X	X
<i>Providing accommodation to employees</i>	X	X
<i>Local empowerment projects</i>	X	X
<i>Support appropriate initiatives to stimulate diversification of existing economic activity</i>	X	X

However, review of the questions posed by respondents to share their feelings about CSR initiatives showed that their answers were merely in appreciation of the presence or success of these initiatives, but not a confirmation of their satisfaction with them. Some respondents alleged that not everyone benefits from such initiatives.

5.1.2. CSR impacts

This section compares the CSR activities in the two case companies from the environmental, economic and social dimensions point of view. Drawing from the interview results presented in the previous chapter, it can be seen that all the two case companies had goals of providing environmental benefits as well as social and economic benefits, as seen from their policies and values, more or less explicitly stated. All the case studies have produced visual impacts on the environment. FQM's Sentinel, for example, was a successful project in the sense that it changed a district from being a village to a sustainable urban district. Likewise, KCM'S installation of a solar powered borehole, which provides year-round water to the communities.

Regarding **environmental impact**, both companies have clearly led to increased use of sustainable CSR initiatives. It was striking to understand how entrepreneurial skills by both case companies have been on their CSR agenda. For example, as alluded to by one

of the interviewees from FQM, many trees are cut down and burnt by mines, instead, the company has taken initiative to create employment from what could have been wasteful resources. These projects are essential to the economic development of communities.

“we have done this slightly differently, where we have built a sawmill and a furniture factory. This has cost the company approximately USD2.5 million , we have employment about 110 local capenters and people that tend to work at the saw mill. So, they produce all kinds of furniture: they make school desks for the surrounding schools, they make fence poles, etc.” (Participant 4)

Notwithstanding the fact that most of the interviewees stated the value of evaluating expected impacts, however, it was not necessarily prioritized in the projects. Generally, it was discussed in almost all interviews how evaluations are rarely undertaken. The reasons behind this have been spoken of as lack of resources, bureaucracy and poor commitment.

Furthermore, with regards to **economic and societal impacts**, neither of the two case studies, KCM and FQM, seemed to have assessment tools for social or economic impacts. Interviewees did emphasize of the possible co-benefits CSR knowledge management can provide, such as the examples stipulated earlier of leather projects by KCM or the livelihood programme of beekeeping by FQM. The projects have been able to create employment for the local people.

However, in both cases, companies have been accused of planned transformation and a redrawing of the area, for instance, where indigenous people in Kalumbila (in the case of FQM) were resettled and the area turned into a new exclusive residential area. This is an example of the importance of communicating changes in a transparent way and how large changes must gain acceptance by the community. It also shows how urban sustainability entails trade-offs, thus not necessarily positive outcomes for everyone.

Most interviewees argued that it is neither more difficult nor more expensive to implement CSR initiatives, but that problems are often of organisational character. For example, in the case of FQM, there are many people living around the West Lunga National Park area, and there is poor infrastructure, rarely any tourism or animals, and thus making it difficult to convince people of the importance of the area for conservation purposes.

5.1.3. Types of knowledge related CSR activities

Table 12 summarizes the findings from the respondents' answers to CSR knowledge related activities. It could be seen from the responses by interviewees regarding knowledge that, the CSR knowledge mostly found in both case companies relate to organizational governance, emanating from strategies, objectives and targets, and well as, human development and training in the workplace.

Table 12. CSR knowledge related activities

CSR activities	KCM	FQM's KML
- <i>Create/nature a CSR environment</i>	X	X
- <i>Stakeholder management</i>	X	X
- <i>Monitoring and measurement</i>	X	X
- <i>Communication</i>	X	X
- <i>Review and evaluation</i>	X	X
- <i>Skills development, training and career advancement</i>	X	X

There are two key types of knowledge, as stated in the literature (Nonaka 1994; Nonaka & Takeuchi 1995). In both case companies, the goal with commitments and other quarterly meetings with stakeholders was to provide tacit knowledge to the CSR teams involved in the projects, while investing time and money on project assessment. As a result, the knowledge was not only applied to new independent projects but was incorporated into other project decision-making and preparation. In interviews from both case companies, it is discussed how knowledge from one project was implemented directly in other projects, which improved the chances of success. On the other hand, this has resulted in more practical knowledge, transmitted through communication and face-to-face meetings, but also through documentation and reports (explicit knowledge).

5.2. CSR knowledge management

To understand how corporate social responsibility is implemented and managed in the case companies, interviewees were asked to describe the management practices most commonly associated with CSR, organizational processes and roles, as well as specific goals and metrics for CSR engagement. The interviews suggested that both organizations have a systematic way to manage and organize CSR. In addition, as noted from the level of engagement ranging from identifying the concept and the main focus areas to a more

systematic execution of concrete CSR related targets, both case companies had CSR on their agenda.

In this section, the cross-case analysis of results from the semi-structured interview with the case companies following the second research objective presented in section 1.3. is given. The second objective was to analyse how CSR knowledge is identified, assimilated, and disseminated (capturing, sharing, and mapping of knowledge among various actors, such as employees). The section will flow in this order: organizational culture, stakeholder engagement, and knowledge resources.

Regarding **organisational culture**, results from both case companies revealed that knowledge exchange is enabled when there is a willingness to learn and an organisational culture which enables changes. As mentioned all the two case studies had as their main purpose to generate new knowledge, meant for future use. However, even though it could be seen from the responses by interviewees that knowledge management is more effective when it is included in the budget and aim of the project, both case companies had no separate budget for knowledge management. Nonetheless, interviewees acknowledged that there is an allocated budget towards CSR related initiatives.

Furthermore, interviews showed that all the two case companies have an organisational culture where experimentation and learning from trial and error was acceptable. All the interviewees for the two case companies acknowledged to have had collaborations through, for example, employee training, and other stakeholders' meetings, with the allowance of sharing ideas, knowledge and expectations. One interviewee explains how important it was with a good collaboration and high trust between them (stakeholders). All stakeholders involved were clear with what they wanted to achieve but at the same time always supportive.

In addition, it was seen from the interview that a well-functioning, open communication, and collaborative organization structure is argued as essential in the management of CSR knowledge. Nonetheless, these factors are generally missing, and the learning obtained from CSR initiatives also involves improving collaboration between stakeholders. Furthermore, they relate to how to ensure that all interested parties have access to information, and that communication channels are made as clear as possible to all stakeholders.

As information is passed from one CSR initiative to another, interviewees demonstrated how individuals play an important role in knowledge transfer. For example, in the interview, the issue of knowledge transfer was addressed:

“Liaison officers are given strategic sites to manage, and also receive issues, concerns, and translate them. So, if that particular issue is a grievance, then that grievance requires mitigation. So, from there we have the grievance mechanism, which spring in some projects. What I mean is, if for example, the issues borders on water, we will think about it and say, look, this problem has been coming and its emanating from the need for water and material. So, we will design a project to counter that and help the people.” (Participant 5)

“Through reviewing some of the things which we have done in the past, which have made a positive impact, and through also looking at some of the areas where we think that we might need to polish up and do better. That gives us a better experience to agree with communities where we think we should forge and provide the support.” (Participant 2)

Moreover, the fact that knowledge is embedded in an individual is an advantage, but it can also theoretically prevent the transfer of knowledge. There is a possibility in all projects that knowledge may be lost when individuals change jobs or when consultants are employed. When the project is finished, the person leaves with the acquired knowledge. Although, in some interviews (FQM) the use of consultants was seen as a positive method in terms of independence of reporting, evaluation of projects is therefore essential for recognizing the knowledge acquired and making it available and recorded.

Regarding **stakeholder engagement**, it was clear from the interviews that CSR is a fundamental component of a number of stakeholders and cross-sectoral partnerships. Moreover, interview results from both companies showed that managing CSR awareness will allow for new networks and collaborations, and therefore CSR knowledge sharing is highly dependent on a mass of people working together to understand and use it. Consequently, for the two case companies as seen from the interviewees' perspectives, including the public-citizens and communities is always necessary. Similarly, interviewees acknowledged that the advantages of CSR programmes are more readily recognized by the public and appreciated if they are engaged directly. Therefore, collaboration is essential for CSR's innovation pathways because information from multiple fields is the creativity formula. Innovation can occur at many different levels and on many ways entail creating something new.

Furthermore, interviewees continuously mentioned the importance of communicating with people, and it was discussed how CSR is not only allowed by governance initiatives but through the combination of Top-down and Bottom-up processes. Hence, interviews from both companies showed that stakeholders are able to create a supporting CSR network and establish partnerships. Likewise, expectations of CSR initiatives may be compromised if understanding of the role of the CSR is not communicated and understood by stakeholders. In both KCM and FQM, different information platforms were used to increase the awareness of CSR.

In addition, successful implementation and maintenance of CSR initiatives in both KCM and FQM depend on the availability and use of **resources** such as knowledge, financial means and technologies. Results from the interviews revealed that CSR is very context specific and therefore require adaptation to where it is implemented. For example, as one KCM interviewee mentioned:

“We are sister company with Kansanshi. They are also carrying out CSR, both internally and externally. Both Kansanshi and us are guided by CSR strategy, but how we impliment it might slightly varry with what they are doing there. Also because of the understanding that we work in communities that are unique. Problems of Kansanshi with its employees and the communities may not be exactly the problems that we face here with our communities and our employees.”
(Participant 5)

In each of the case companies there is nothing like “one size fits all” but rather tailor-made solutions for specific CSR initiatives. However, as one interviewee pointed out, communication, organisation and management are skills, which are always desirable in CSR implementation, especially because CSR require involvement and coordination between many stakeholders. One interviewee explained:

“We link up with the different departments in the mines. We meet up with safety, we meet with ERT, we meet with the training department, when they are doing applicable training to us, especially things like first aid, and so on.” (Participant 4)

Technology wise it is most vital to develop technology and techniques which support the use of CSR initiatives. The necessity to develop better tools in assessing CSR impacts and benefits has been mentioned by the interviewees. The currently used techniques do not always give high quality or precise assessments. For example, in the case where information is passed through computers, not every employee has access to information,

as a result of the nature of mining work. Thus, management need to come up with better techniques that would allow everyone to have access to information at any given point in time.

5.3. CSR knowledge management as a competitive advantage

Findings to the third empirical objective set out in the introductory chapter will be presented in this section. The aim of the third objective was *to investigate how CSR knowledge management can be an opportunity to generate and sustain the company's competitive advantage (why does it affect employees)*. In the interview, the importance of internal communication and training of CSR for the organization, as well as, the involvement of employees in CSR related activities in the organization were discussed.

The role of people and organisations in the implementation and use of CSR initiatives was discussed in the interview. This variable is highly connected to cognitive factors since facilitators and champions for CSR are likely feeling responsible for the environment and believe solutions must integrate CSR knowledge management in some way. Among the interviewees some were optimistic in their belief that the companies have a good knowledge base and power to influence the use of CSR knowledge management as a competitive advantage. However, the other interviewees meant that many old practices and ideas still exist in their departments. Top-down facilitation was seen as an important way of bringing change, and CSR was highlighted as an essential driver for stakeholder engagement and competitive advantage. Nevertheless, bottom-up facilitation was also important in enabling changes. For instance, to ensure the influence of employee on CSR training and development, FQM has developed a programme where employees are required to: make recommendations on issues related to specific needs; address any accidents at the workplace and assist in the planning of skills identification; and perform other functions as prescribed. Likewise, KCM has the stakeholder engagement policy, which ensures successful participation and consultation. Similarly, employees are encouraged to engage in different programmes, such as the 'Going Green Forum,' where different employee-related topics are discussed.

In addition, the interviews revealed that both case companies provide all employees with equal and non-discriminatory access to skills development, training, and career advancement opportunities. Moreover, it was mentioned that the both organizations aim to ensure that the safety and environmental training needs are defined and addressed by

all employees and that the training is suitable for the activities of each employee. Consequently, interviewees from both case companies were of the view that involving employees in CSR initiatives leads to employee commitment and motivation.

Furthermore, because CSR is a term in the field of sustainability, it is typically preferred in a situation where environmental legislation becomes more stringent with increased demand for sustainability and environmentally friendly activities with reduced environmental impact. Nonetheless, it is important to stress that in the view of respondents from both case companies, CSR policies and legislations are seen to be influenced by existing targets and expectations and respond to what is viewed as important. This is consistent with Carroll & Shabana's (2010) argument that unplanned and insincere CSR is counterproductive and risks negative connotations from their stakeholders instead. Therefore, as Orlitzky et al. (2003) contend, it is critical that CSR activities align strategically with firm-level objectives. For example, it was stated in the interview that Zambia's goals like the 2030 Sustainable Development Goals (SDGs) also have a clear influence on CSR knowledge management pathways. It does take some time, however, for the new regulation, agreements and attempts to move from national down to corporate legislation and districts. For example, one respondent from KCM mentioned that it was from such policies that the company draws up a corporate social investment programme (CSI).

However, legislation can also hinder or at least complicate the process of implementing CSR. One interviewee from FQM explained how that, if companies are acting responsibly, it means that they are working in conformity with the laid down policies of the country and thus, will exist without any challenges doing businesses (Participant 5). In general, CSR initiatives are not solely driven by regulation and legislation, but also by moral obligation. As one respondent from KCM stated:

"it is less of a corporate mandate, more of an ethical issue. We do not see the benefit of it, as long as the communities are happy [...] the way the community around you behaves acts as an indicator of how environmentally sustainable your operations are." (Participant 1)

The same can be noticed in how responsible in its operations a company is, such as, in answering the questions like: How pleased are the shareholders? Or how does the company treat its employees? How does it take care of the environment? Potentially,

results from both case companies showed that there is increasing pressure to implement CSR from voluntary initiatives, which has an impact of share price, as well as, company reputation (Participant 4).

5.4. Management and implementation challenges of CSR

The fourth objective had as its goal to examine factors affecting the management and implementation of CSR. Therefore, results from the interviews will be analysed in this section. In order to understand the challenges of CSR management, as well as, shed some light on the overall business case for implementation and communication of social responsibility, the respondents were asked to address the main challenges of implementing CSR in practice.

In comparison, the interviews showed that the two case companies have varying challenges with regard to CSR implementation. However, interviewees also mentioned some common challenges, such as, dependency mindset of the people and road infrastructure. Moreover, people's attitude and awareness concerning environmental problems, and more specifically CSR initiatives, was seen as a significant factor influencing the CSR knowledge management. In the interviews, it was shown how some leaders from the community have old ideas and view conventional solutions as superior to the CSR initiatives. This resistance to change might arise from low awareness of the benefits and services provided by CSR solutions and environmental problems. It can also be fear people have of trying new things. Interviewees mentioned how there sometimes is low engagement in the departments concerning CSR. According to one respondent, the lack of access to computers by all employees hinder the flow of information.

However, in case KCM interviews also anticipated that the knowledge base of CSR has become much better and that the CSR initiatives are increasingly integrated into policymaking and urban planning. All the two case companies prove that there is a high willingness to learn how to implement and use CSR initiatives in the companies, but many are pilot projects and the first of their kind. Consequently, these projects might in due course result in improved knowledge base and acceptance in the companies.

Furthermore, some of the interviewees at FQM mentioned how the company has an institutional setup, where many departments share responsibility for the environmental work. According to one interviewee, governance structure can increase the likeliness of

getting influences and inputs from a broad range of stakeholders. In FQM some of the interviewees express good collaboration between stakeholders and points out how it has clearly improved in the last five years. However, when there is a high number of stakeholders involved it is essential with a well-structured organisation, where everyone knows their responsibility as well as good communication and cooperation.

The differences in challenges faced by the two companies can be due to local geographical contexts (see section 5.2.). Several interviewees expressed how local events and geography highly influence what is prioritised in the organization. Table 13 below summarizes the challenges faced by the two case companies in CSR knowledge management implementation.

Table 13. CSR knowledge management implementation challenges

<i>Challenges</i>	KCM	FQM's KML
<i>Dependency mindset</i>	- The feeling of entitlement by communities	- Reluctance by government to do its duty (lack of resources) - Lack of expertise to sustain projects (pressure for continual support)
<i>Bureaucracy</i>	- Launching	- Government restrictions - Slow process by management
<i>CSR communication</i>	- Lack of infrastructure - Ineffective communication process	- Negative press - CSR initiatives perceived different by stakeholders
<i>Other</i>	- Road infrastructure development	- Road infrastructure development

6. DISCUSSION

The aim of this thesis was to explore corporate social responsibility knowledge management at two Zambian mining companies and how organizations can bring this knowledge into action to improve their competitiveness. This was for the reasons that, there is a growing interest by organization in strategic CSR activities being integrate into their objectives and goals to stay competitive; the scarcity of original theoretical framework of CSR on developing countries (Tilt 2016); and a limited research on knowledge management in the context of CSR Glavas (2016). Therefore, to achieve this purpose, the primary research question: How does CSR knowledge management impact an organization? was formulated. To answer the central question, the following four sub-questions were asked: SQ1: What are the steps involved to integrate CSR initiatives into the business and corporate strategy? SQ2: How is CSR knowledge identified, assimilated and communicated with the organizations? and SQ3: What are the main challenges associated with implementing CSR knowledge management initiatives in the focal organizations? SQ4: How can CSR knowledge management generate and sustain competitive advantage?

The key results of this research are summarized in this chapter, based on the literature review, empirical data for a multiple case study, and a within and cross-case analyses. First, answers to the research question will be presented, from the main research question, through each of the sub-questions set to achieve the purpose of this study. Thereafter a discussion will be given on the findings which will illustrate the value and meaning of the findings in line with the review of the literature.

6.1. Answering the research question

This study was set to explore corporate social responsibility knowledge management at two Zambian mining companies and how organizations can bring this knowledge into action to improve their competitiveness. The central research question was therefore phrased as follows:

RQ: How does CSR knowledge management impact an organization?

Firstly, an organization's ability to be sustainable and competitive was based on the literature review, which was then checked through the insights and viewpoints of

respondents to the semi-structured interviews. The reason for this was to compare theory and reality as it contributes to competitive advantage on how organizations manage their knowledge of CSR.

Based on the results from the analysis chapter, CSR knowledge management impact an organization in numerous ways. The study demonstrates a correlation between CSR knowledge management and firm competitive advantage. The data suggest that knowledge management provides an understanding for improving CSR activities. Moreover, the results indicate that knowledge management affects CSR practices in different and positive ways. The findings show that managing CSR knowledge is instrumental for establishing a safe working atmosphere, sustainable and desirable products and services, encouraging employee engagement in CSR activities, as well as, protecting the environment. Another promising finding was that internal and external forces of CSR have an influence on CSR knowledge management, which has influence on voluntary CSR strategies (see Figure 17 on page 108 on the relationship between CSR knowledge management and firm competitive advantage, a modified conceptual framework). From the review above, the key findings emerge:

- Effective implementation of CSR initiatives
- New knowledge creation (leading to innovativeness)
- Competitive advantage (organizational performance)
- Risk management and compliance

The answer to the research question is explained further using the study' four sub-questions as follows.

SQ1: What are the steps involved to integrate CSR initiatives into the business and corporate strategy?

First, integrating CSR into the business corporate strategy takes into perspective both ethical and economical aspects of the business. In other words, it takes into account strategic objectives, as well as, internal characteristics of the firm (such as, organizational culture, knowledge management systems, HRM practices, and management leadership).

In line with the empirical results of both case companies, the following steps (see Figure 13) involved in integrating CSR initiatives into the business and corporate strategy emerge.

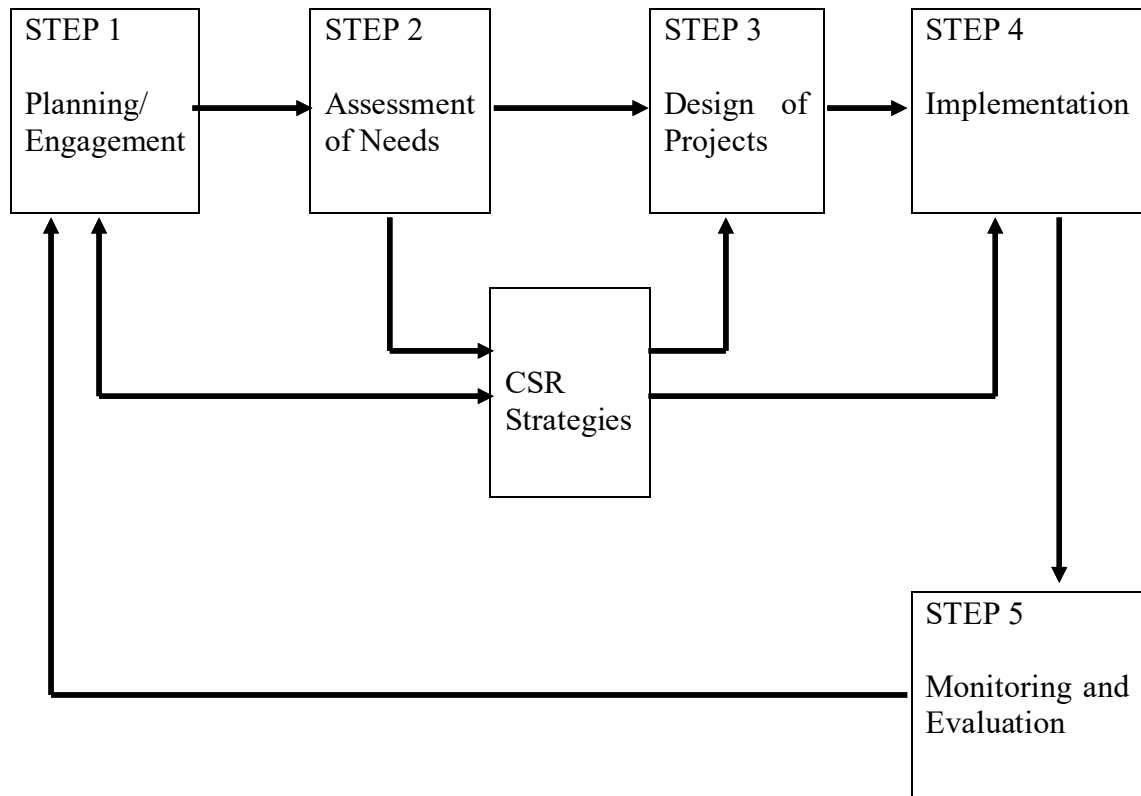


Figure 16. Steps involved to integrate CSR into the business and corporate strategy

STEP 1: Engagement (Planning stage): In this stage, CSR strategies are focused on management approach, stakeholders' interests, and strategic organizational goals. Furthermore, the analysis confirms that next, these activities and goals are communicated to the relevant stakeholders and those impacted by their effects. Moreover, it is important at this point to determine the message to be communicated and align it with various strategic measures, as the communicated information has significant impact on the firm's reputation. As a result, the right communication channels are identified to explain the programme, and also, results from previous projects are also communicated.

STEP 2: Assessment of needs: In this step, assessment of stakeholders' needs is undertaken. The results indicate that the assessment of needs is carried out to align the organizational goals with the stakeholders' needs. The assessment is done through various forms of meetings with the stakeholders. For example, meetings are organized with government representatives on a quarterly basis. In addition, focus groups and other

discussion groups with employees and other stakeholders are organized. The data suggest that, information from these meetings are documented and knowledge is gained for future application and project developments.

STEP 3: Design of projects: In this step, knowledge gathered from the assessment of needs stage is used to design projects, such as training programmes, and other CSR related projects. Moreover, the knowledge is used to enhance stakeholder engagements, innovations, as well as, knowledge exchange among stakeholders.

STEP 4: Implementation: At this point, other considerations come into play when CSR strategies are introduced that are mainly related to HR processes, skills development and certain adjustments in order to adapt the organizational environment to the new situation, for which knowledge management and organizational culture are important aspects.

STEP 5: Monitoring and evaluation: This is an integral step of the integration of CSR into the business and corporate strategy. Results indicate that this can only be done if the previous steps have been successfully completed and suggests a systemic transition for the organization as CSR would be integrated into the culture, mission and values of the organization. The data suggest that this step is complete with reports to assess CSR advancements and stakeholder benefits. Thereafter, results are further injected into the planning step for continuous learning, as strategic goals may change due to generalization of CSR, as well as, the interests of stakeholders. In this regard, new knowledge is developed.

SQ2: How is CSR knowledge identified, assimilated and communicated with the organizations?

The analysis of results confirms that CSR incorporates business as an important element of society, communities and the surrounding environment. Therefore, companies do not operate in isolation. The data suggest that businesses depend on various partnerships (as seen from the previous section) with employees, communities, suppliers, and other stakeholders. Moreover, the results indicate that in the mining industry, stakeholder participation requires continual corroborations with both those who are directly affected by the business operations, and those in the surrounding neighbourhoods. Particularly, it means awareness and consideration of stakeholder views, being responsible, and using the knowledge obtained from them to innovate.

The results show that organizational culture play a major role in facilitating knowledge sharing among stakeholders. For example, results indicate that employee training, and other stakeholder meetings are regularly organized with the aim of sharing ideas, knowledge and other expectations. Moreover, meetings to address stakeholder needs create a corroborative environment, and one that benefits everyone involved. For example, results confirm that, employees with thoughts and expertise on CSR come together and are encouraged to express these thoughts. Besides organizing regular face-to-face meetings with stakeholders, the data reveal that effective CSR communication using other channels, such as social media facilitates an environment for knowledge exchange.

The most commonly used communication platforms in the focal companies of this study for CSR knowledge are intranet, face-to-face departmental meetings, face-to-face focus group meetings, e-mails, social media, and websites. On the other hand, face-to-face communication in larger organizations can be difficult to handle. Results show that in both organizations, the number of employees is too high to achieve successful internal communication through face-to-face meetings. KCM, for example, addresses this issue by the use of liaison officers. In this way custom message can be personalized based on what is important to their job.

In addition, it can be seen from the findings that meetings provided a learning forum between stakeholders. It is in this learning environment that communities, employees, the government, and other stakeholders find themselves inspired (through success stories) to give and receive from others. It was believed that the sense of being heard gives the drive to individuals to offer an opinion on the CSR issue and thus create an open space for new knowledge.

SQ3: What are the main challenges associated with implementing CSR knowledge management initiatives in the focal organizations?

While there are many challenges affecting CSR knowledge management, empirical results for this study revealed three main challenges; bureaucracy, CSR communication challenge, and dependency. These are discussed in detail below.

Bureaucracy: The results indicate that CSR activities are not only a driving force to attracting quality employees and gathering new knowledge, but it can also help businesses

break old habits to make room for creativity. Moreover, creativity and change are important traits for loyalty and efficiency of an organization. Results indicate that due to bureaucracy from both the government side, as well as, management, efficient information flow is hindered. The data suggest that when the flow of information is hampered, it takes time for decision-makers to implement the ideas, which in turn affects the overall implementation of CSR initiatives.

CSR communication: Based on the opinions of the respondents, results indicate that information systems were found lacking. In view of the fact that most employees work remotely in mines, IT infrastructure needs upgrading and also include more resources that would allow efficient communication. Moreover, IT would be considered as a facilitating factor for the sharing of CSR information. As a result, communication on CSR issues does not reach the majority of employees, although the results indicate that employees are interested in the issue, that it has the capacity to influence their engagement and that most of them are inclined to trust company information on the subject. On the other hand, some stakeholders (such as, community leaders), have misunderstood the role of CSR due to lack of communication and negative press. Particularly, results revealed that, traditional leaders have a very different CSR image, and this raises the pressure on a CSR unit.

Dependency: Results suggest that the feeling of entitlement by communities, and reluctance by the government to take responsibility have led to the local people having a dependency syndrome towards CSR. The data indicate that the lack of resources and expertise to sustain projects by government puts continued pressure for support on companies. Moreover, as in the case of FQM, the data show that implementing an involuntary relocation leads people to believe that the organization has a lifetime responsibility and a duty to care for the communities, thus putting pressure on the organization. Consequently, this may divert the emphasis from CSR implementation change.

SQ4: How can CSR knowledge management generate and sustain competitive advantage?

A review of the results shows that CSR knowledge management help in building social capital, enhancing risk reduction, driving innovation, and thus, integrating these elements in corporate strategy. In other word, if not properly managed, the data suggest that

communities may see the company as unresponsive to their needs; workers may feel unappreciated; the local government may be less cooperative; and investors may become anxious. Consequently, the organization could miss out on important opportunities about its reputation and performance.

Social capital: The data suggest that this is the cornerstone on which the organization renews its “license to operate”, as well as, the basis for employees to offer their best. Moreover, corporate reputation is crucial brand-value. Furthermore, the analysis confirm that trustworthy relationships are built gradually overtime through constructive experiences with stakeholders. As a result, increasing access to knowledge, as well as, increased commitment to community and other stakeholder expectations. Overall, it is clear from the results that, value creation through social capital depends on stakeholder views and the strategic goals of the organization. As seen from the second sub-question, meetings are thus considered essential and provide an opportunity for stakeholders to share their expertise among themselves. This finding suggests that, through a culture of cooperation and trust between stakeholders, the organization can leverage the breadth of its skills to access and develop new knowledge.

Risk reduction: The results indicate that stakeholder engagement provides information on workplace safety; human rights and environmental issues of communities, etcetera. Thus, the data suggest that, with a stakeholder engagement policy in place, an organization would have a way to identify and respond quickly to the concerns of stakeholders before things get out of hand. Consequently, such a mechanism will help reduce the risk involved.

Driving innovation: drawing from the results of the analysis, it is clear that CSR communication, and stakeholder engagement will increase the flow of knowledge, create business opportunities, and enhance idea generation. As noted previously, the analysis confirms that the use of a stakeholder engagement policy (for example) indicates that companies that foster a culture of learning and an open atmosphere towards stakeholders will have an advantage in today’s world of increasing knowledge.

Management integration: Overall, results have shown that CSR knowledge management, from the stakeholder engagement point of view, promotes corroboration and continuity among stakeholders, both internally and externally.

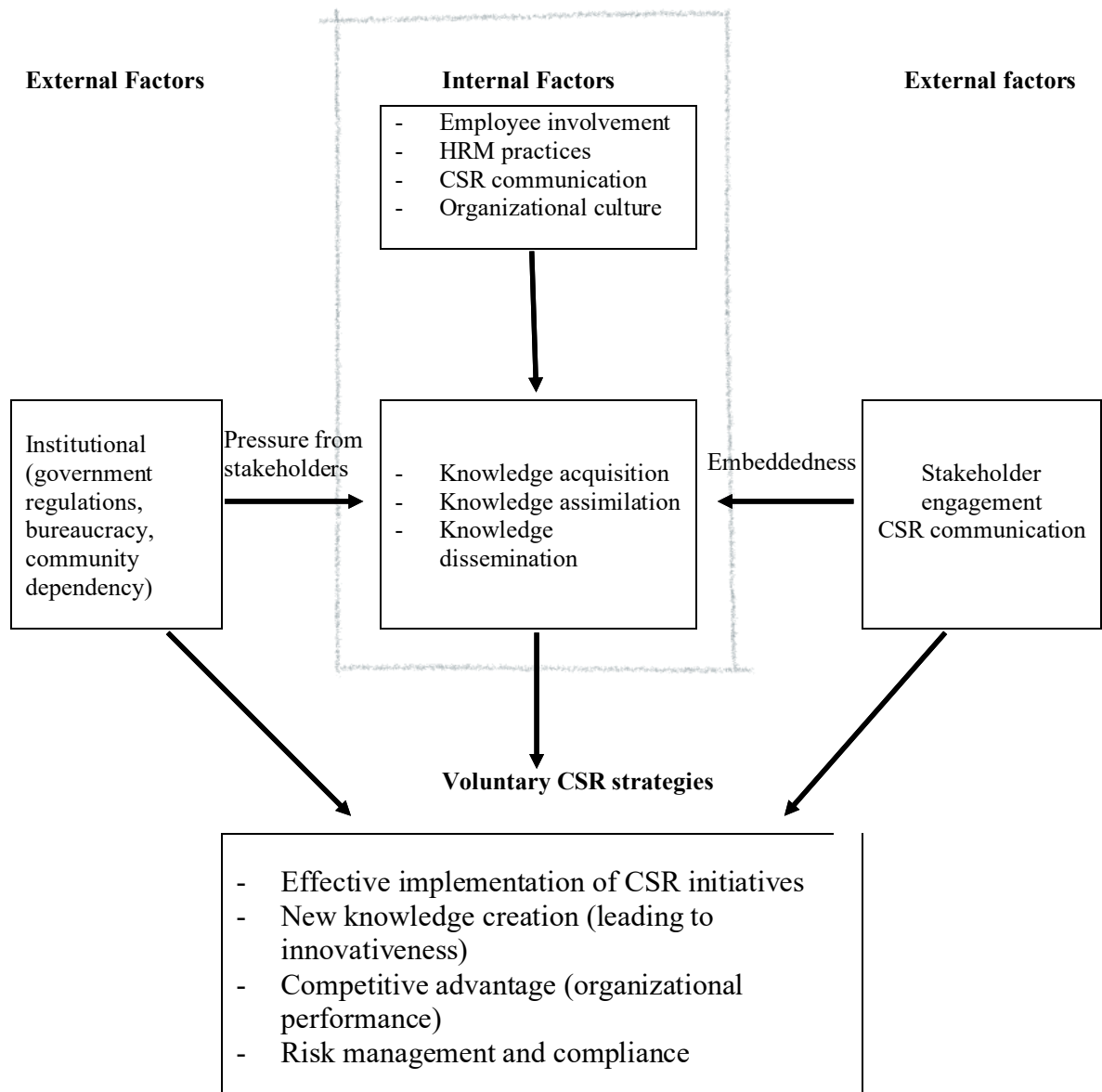


Figure 17. Modified conceptual framework

6.2. Reflecting results in previous research

The main purpose for this study was to explore corporate social responsibility knowledge management and how organizations can bring this knowledge into action to improve their competitiveness. In this section, empirical results will be compared with results in previous research as outlined in the theoretical framework chapter.

In line with the research question, Porter and Kramer (2006) contend that as opposed to pure enhancement of society, strategic CSR also aims to make good business. This is consistent with Guadamillas-Gomez and Donate-Manzanares' (2010) argument that CSR strategy allows businesses to enhance internal and external context by better

understanding and leveraging expertise, stable relationships with stakeholders, and creating and reporting intangible resources, such as, credibility and social capital. Similarly, in line with the resource-based view of the firm (Barney 1991), results confirm that CSR activities are valuable resources that need to be managed well to achieve the company's competitive advantage. Moreover, literature review (e.g., Clarkson 1988) has shown that knowledge management help facilitate CSR related information/knowledge sharing among stakeholders, who support projects by tacitly approving the actions of the organization, thus making them appropriate, and giving credibility to the organization.

The results might suggest that knowledge management is mainly focused internally, while CSR is mainly focused, but not exclusively, on external stakeholders, such as, communities, NGOs, Governments, and other external stakeholders. However, based on the findings of similar studies, a more plausible explanation is Rangan et al. (2015), their study categorized organizations' traditional CSR practices into three different avenues of practice: philanthropy-focused projects (e.g., community development), organizational efficiency-enhancing programmes (e.g., lowering costs through eliminating resource use or increasing productivity by improving working conditions) and business model development practices (creating new ways of addressing social or environmental challenges). Thus, knowledge management applies to a host of different CSR activities, from good governance to environmental management to various HRM practices. For example, in both case companies, findings have shown that internal factors affecting CSR knowledge management can be an opportunity to share tacit knowledge among employees by creating an environment of inclusiveness. In addition, external factors affecting CSR knowledge management, such as stakeholder engagement, is seen as an instrument for improving organizational reputation. Consequently, this intangible asset will offer competitive benefits. Similarly, organizational commitment towards partnerships with external stakeholders will benefit communities around their area of influence.

Regarding the steps involved to integrate CSR initiatives into the business and corporate strategy, the findings have shown that, both organizations have deliberate strategies in place to make certain the successful implementation of CSR. This corresponds with Rangan et al.'s (2015) study, which asserts that the incorporation of CSR concepts into current operations and procedures involves deliberate management and planning, as in

any other process of change. Moreover, the findings show that in both case companies, senior management take an upper role to see to it that CSR is successfully executed. For example, in assessing which stakeholders to invite for the high profiled meetings, consolidation of stakeholder engagement plans, etcetera. This is consistent with Andriof and Waddock's (2002) findings that in order to successfully incorporate CSR, managers need to build bridges with stakeholders in achieving common goals and persuading them to support the strategic direction chosen by the organization through formal and informal dialogs and collaborative practices.

The two case studies showed surprising similarities. In all instances, organizations have good governance systems for CSR, which involve all employees. For example, FQM has a broad range of policies: code of conduct, climate, health and safety, diversity, energy, communication, etcetera, covering most of CSR's core subjects. Similarly, KCM has broken down its CSR operations into smaller units headed by liaison officers to make sure activities are spread across the board. The results build on existing evidence of Maon et al. (2010) that the beliefs, behaviours and behavioural patterns within an organization, which fundamentally define the way it incorporates statements of stakeholders, reflect the degree to which the organizational culture can support the development of CSR policies and initiatives within an organization. Likewise, this is consistent with what has been found in previous studies that CSR development requires organizational members, both individually and collectively, to make sense of the concept of CSR and internalize CSR values at all levels (e.g., Basu & Palazzo 2008).

In line with the second sub-question, results show that both case companies use various methods to capture knowledge, internalize, as well as, communicate. For example, stakeholder engagement is seen as an important element in facilitating CSR knowledge exchange. Different stakeholder meetings are arranged, in which stakeholder expectations are discussed, and assessments of which have led to a win-win situation. This is in line with the stakeholder theory view that management needs to know about their environment's influential entities, those intending to impose their will on the company (Mitchell et al. 1997). For example, responding to the demands of stakeholders, can gain a competitive advantage by developing skills and relationships with their stakeholders. This is also in line with the resource-based view, which states that intangible resources, such as employee skills and relationships, serve the firm as valuable, rare, imitable, and

non-replaceable resources (Barney 1991). Overall, these findings are in accordance with the findings reported by Choi and Wang (2009), arguing that good relations with stakeholders will improve the flexibility of a poorly performing organization in implementing strategic changes, thus, helping the company move faster out of its disadvantageous position.

In addition, the findings revealed that there is a correlation between knowledge management and CSR activities. For example, results show that the success of CSR implementation and knowledge management depends on people, whose relationships are vital to idea generation, as well as, improvement of CSR activities. This is in line with the knowledge-based view, which assumes that through the process of knowledge sharing, individuals are the primary agents of knowledge creation (Grant 1997). Moreover, in relation to the knowledge-based view and the stakeholder theory, Freeman et al. (2010) postulates that the KBV views firms as knowledge bundles, which the stakeholder theory, views firms as stakeholder networks. Therefore, strong competitiveness requires effective management of both organizational knowledge and stakeholder relationships, as a KBV needs completion of stakeholder theory.

Additionally, in line with the knowledge communication, as well as, the third sub-question to the study, the findings show that organizational communication of CSR activities to its stakeholders is important to the creation of effective relationships, and facilitation of openness to idea exchange. This correspond to the claims by Guadamillas-Gómez¹ et al. (2010) that the manner in which the corporation applies its ethical principles and values to its operations and how they are disseminated and communicated through the corporate network impacts the relationships with them all (shareholders and investors, employees or the wider community). Results reveal that in both case companies, different channels of CSR communication are used, from social media to focus group discussions, face-to-face meetings and trainings, notice boards, emails, etcetera. However, despite the findings showing that the most common channel of communication is face-to-face meetings, there is a lack in terms of IT facilitated channels, as well as, some negative CSR feedback through the media, thus, creating ineffectiveness in communication. This is consistent with Lindgreen and Swaen's (2010) claims that communicating about social activities does not always benefit the communicating

organization, particularly because communication with CSR can trigger scepticism and cynicism among stakeholders.

6.3. Research ethics

Research ethics can be described as the expectations of the conduct of the researcher with respect to the rights of those who are or are influenced by a research project (Saunders et al. (2012 p. 680). Ethical considerations relating to this thesis will be addressed in this section including research quality guidelines. Diener and Crandall (1978, quoted in Bryman & Bell 2011 p. 128) proposed four main areas of ethical principles followed by this study; harm to the participants, informed consent, privacy and deceit. For starters, it clarified the use of a recorder and the purpose for recording the interview to prevent manipulation (see Appendix 2.). According to Bryman and Bell (2011 p. 137), if monitoring methods or recording equipment are used the respondents should be informed in advance. Hence making the respondents feel secure and thus decrease the risk of interview dropouts. That is to say, ethics is about the right thing to do (Quinlan 2011 p. 69). Specifically, for this study, the researcher asked experts to help select the respondents, establish individually independent interpretations of the results, and encourage respondents to provide input on the initial findings. Accordingly, there are two methods to determine the consistency of qualitative research: 1) reliability and validity, which is most common in quantitative studies; or 2) an alternative criterion for evaluating trustworthiness and authenticity. This study follows the trustworthiness criterion. There are four things to consider regarding this approach: credibility, transferability, dependability and confirmability. (Bryman & Bell 2011 p. 395). Thus, this criterion is discussed in the following section.

6.3.1. Credibility

According to Bryman and Bell (2011 p. 397), credibility deals with whether or not the work being done is being performed and portrayed in a credible manner, meaning the researchers' analysis is true and rational in accordance with the data collected. In this regard, the interview guide was established according to the literature and was also used as the basis for the data analysis and then conclusion. It means comparing and contrasting the theoretical framework developed from previous studies with the empirical work of the responses of the respondents. The theoretical framework helped create boundaries to a large extent, not only of what is considered important data, but also of how the data in

this study was evaluated and interpreted. This also had rational and legitimacy by referencing empirical studies to fit or separate the researcher with respect to paradigms, hypotheses, methods, or procedures.

In addition, establishing validity, which in qualitative research is comparable to credibility, develops appropriate operational measures for the concepts being studied (Yin 1994). Patton (2001 p. 247) therefore promotes the use of triangulation, and notes that “triangulation strengthens a study by combining methods.” This involves using multiple methods or data forms. As described in section 3.5, three primary sources of data were used by 1) interviews, 2) company website and 3) analysis of organizational documents to ensure adequate triangulation of data. Likewise, several sources of evidence for the collection of empirical data were used to create a degree of trust around the phenomenon, thereby gaining a better perspective on what is actually happening and increasing the validity of the study (Saunders et. al. 2009 p. 146).

6.3.2. Transferability

As reported by Bryman and Bell (2011 p. 398), transferability deals with the issue of whether, at another point in time, results in one research can be transferred to another context or to the same context. The findings in this study may be applicable to another mining company in Zambia. Nevertheless, findings cannot be generalized due to the organizational structure of the focal companies, which allows different entities or divisions to operate independently from one another under their umbrellas. Hence, separate research on different companies would be appropriate. Nonetheless, in order to ensure that the respondents understood the interview questions as expected by this study, a pilot study was conducted with the accounting department at FQM Kalumbila. The pilot questions (the interview guide adapted from Takala 2016 p. 124-26) were checked at the accounting department on two accountants. First, respondents were asked to identify key CSR related concepts. Second, they created an interview guide using their responses. The questions from the interview were paraphrased and made concise for quick study comprehension. The data obtained from the pilot study showed various aspects to be updated, such as the order of questions, the wording, as well as significant details on the topic regarding the expectations of the respondents about what was known or was to be learned about the research.

6.3.3. Dependability

Dependability is linked to how reliable or consistent the investigative procedures used in the study were. In other words, it guarantees the reader's accessibility to the resources used in the study, including the documents, the ideas used, and the preparation of the interviews. It is what the researchers do, and how they come to their conclusion (Bryman & Bell 2011 p. 409). Dependability in qualitative research can be compared to reliability (ibid 2011 p. 395). Saunders et al. (2012 p. 192) further suggest that there are four major threats to a study's reliability. These are the error of the participants, bias of the participants, error of the researchers, and bias of the researchers.

Before the interview, the researcher took the following steps to minimize participant error: first, an interview schedule was developed with the input of the respondents to ensure the best time for them (see Table 4 on page 53). Secondly, the study purpose was clarified to the participant, and key terms were defined to ensure understanding of the subject. Thirdly, during the interview, the importance of the interviewee's contribution to the study was stressed to build confidence. For anonymity, the respondents were asked to fill in the consent form (Appendix 2) and sign it. It was clarified that the responses of the interviewee should remain anonymous in order to allow confidentiality and protect the identity of the respondent. Therefore, the names of the respondent were marked in the order of the interview as Participant 1, through to 6. In addition, the respondents were also given an opportunity to make a choice about participating in the study by email, ensuring that only those who were actually willing to support the project were included in the interview.

6.3.4. Confirmability

Confirmability is about researcher's objectivity. The researcher endeavoured to avoid personal values that could distort the study according to Bryman & Bell (2011 p. 398). In addition, to ensure researcher bias-free, respondents for this study were interviewed using the CSR Relationship Manager at KCM, who suggested the study to the best possible respondents. This method is also consistent with random sampling, as stated by Preece (1994); random sampling helps ensure that any hidden variables within the sample are spread evenly. Likewise, triangulation's function in ensuring such confirmability cannot be overemphasised.

7. CONCLUSION

The aim of this thesis was to explore corporate social responsibility knowledge management at two Zambian mining companies and how organizations can bring this knowledge into action to improve their competitiveness. For this purpose, it can be concluded that CSR knowledge management has impact on an organization's competitive atmosphere. The two mining companies are involved in a wide variety of social programmes ranging from philanthropic donations to infrastructure development. The study demonstrate that knowledge management provides an understanding for improving CSR activities. Managing CSR knowledge at the focal companies has been found instrumental for effective implementation of CSR initiatives, creation of new knowledge, organizational performance, and risk management and compliance. The study has shown that the case companies' main drivers of CSR are to gain, protect and cultivate corporate reputation; the need to avoid risk; and the promotion community development plans. The case companies display a greater sense of moral duty towards stakeholders that are geographically and/or comparatively closer to their facilities than associated but distant ones. This is consistent with the previous studies that, in the absence of legal requirements, certain companies choose to behave more responsibly for political defence, or altruistic reasons. This comes from the premise that companies achieve a competitive advantage by integrating non-economic factors (Porter & Kramer 2006), differentiating themselves from competitors and building a better image and reputation (Fonbrun & Shanely 1990), and increasing consumer confidence and employee positive attitude and behaviour (Rupp et al. 2006).

7.1. Theoretical implications

The thesis provides a new insight into the relationship between CSR knowledge management and competitive advantage. Internal and external organizational factors, such as, stakeholder engagement, employee involvement, HRM practices, CSR communication and organizational culture combined together can be used to form a conceptual framework to bridge the gap between knowledge management and CSR. Likewise, CSR offers new ways to reduce the risk of knowledge loss through stakeholder partnerships. The study confirms that CSR activities are a variable resource that needs to be managed well to achieve the company's competitive advantage. This study addressed

some of the challenges related to CSR knowledge for organizational competitive advantage.

7.2. Managerial Implications

Based on the findings to this thesis, the managerial implication is that companies in the mining industry, as well as, other organizations can learn lessons on the impact of managing CSR knowledge as a competitive strategy. In addition, results indicate that CSR knowledge management requires effective CSR communication, which demands for the involvement of all employees and stakeholders, establishment of effective HRM practices, and aligning of organizational values. Therefore, managers can do better by harnessing stakeholder knowledge through stakeholder engagements, which facilitates an environment for knowledge sharing and collaboration. However, to achieve that goal, management support is needed through the provision of up-to-date technological facilities, which allow for effective CSR communication.

7.3. Future research

This thesis provided various relevant results regarding possible CSR knowledge management that lead to competitive advantage of companies in the Zambian mining industry. However, as with most studies, this thesis has a number of limitations which affect the study's interpretations. A real-time or longitudinal study of managing CSR knowledge could provide perspectives beyond the ones gained from relying on historical sources and memory of respondents. Likewise, instead of depending on a few organizational employees for information, more work might lead interviews with a variety of stakeholders that could help identify the issues involved in managing CSR knowledge among various stakeholders.. Small sized samples are not rare however for a master's thesis and have also been used in previous studies. In addition, this study is based on the Zambian context. It may be that the institutional consequences may or may not affect businesses to participate in CSR. To identify the institutional effects on CSR knowledge management, future research should incorporate multiple institutional settings into the study. For example, one could extend this research to other companies or countries to see if the CSR knowledge management are identical.

Although this thesis has its drawbacks, like any other study, it also contributes to the comprehensive literature and provides opportunities for further future research on CSR knowledge management.

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9. APPENDICES

Appendix 1. Interview guide



Interview Guide

Research topic: *Managing Corporate Social Responsibility Knowledge*

21 questions regarding the management of CSR knowledge and how the organisation can put into practice this knowledge to enhance its competitiveness.

In this interview, “CSR / corporate responsibility” refers to the voluntary integration of social and environmental concerns, and the interaction with its stakeholders of an organization.

I would like to assure you that all responses are anonymous and all information that you give will be treated in confidence. Your identity/ your company's identity will not be connected to your answers in any way.

Questions 1-10	<p style="text-align: center;">CORPORATE RESPONSIBILITY IN THE ORGANISATION</p> <p style="text-align: center;"><i>Your views on the typical CSR activities as well as their usefulness and management in practice</i></p>	Questions 11-21	<p style="text-align: center;">INTERNAL CSR COMMUNICATION</p> <p style="text-align: center;"><i>Your views on the methods, meaning and impact of internal CSR communication and training</i></p>
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Date	
Place	
Interviewee	
Company	
Job title	

Can you tell me a bit more about what you do (briefly)?

- What is your role and how long have you been doing it? (Job title/function)

Around how much of your job is concerned with the company's CSR/corporate responsibility?

- How much of your time do you spend on these topics?
- How is CSR visible in your work? Reporting line?

1. THE ROLE OF CSR IN THE ORGANISATION

A. Typical CSR activities and programmes

1. What are the main focus areas of your organisation's CSR activities?

- Related to the industry, company history, competitive environment etc.
- How have they changed/evolved in the last five years?

2. What are the typical activities related to corporate responsibility in your organisation?

- What are the practices to advance, for instance, the relevant themes mentioned above?
- Could you give examples?

B. Motives and outcomes of engagement

3. How important / relevant part of business is CSR for your company at the moment?

- Is it a board-level matter?
- Is CSR connected to corporate values?

4. What/who drives your company to engage with CSR/responsibility issues?

- What do you intend to gain from it?

5. How has your company benefitted from CSR?

- Any direct or indirect business benefits? Other benefits?

C. Management of CSR

6. How is CSR managed in your company in practice?

- Who/which unit is responsible (director of CSR / team / division)?

7. How does your organisation identified qualitative/quantitative objectives for CSR engagement and activities?

- Can they be linked to individual/unit-level performance targets?

8. How does your company measure the achievement of these objectives / the impacts of CSR in any way?

- Which factors do you monitor?

9. Is there a separate CSR strategy in place? - How is it related to the core business strategy of your company?

- How is the strategy implemented in practice? Who is responsible for the implementation?

10. Which topics or practices are currently the most challenging for your company in terms of managing CSR?

2. INTERNAL CSR COMMUNICATION

D. Internal CSR communication practices

11. How is internal CSR communication and training managed in practice?

- Who is responsible for CSR communication to employees (HR/Communications/Sustainability/several units)?
- In comparison with the external CSR communication to other stakeholder groups (CSR reporting, public image / brand) – same people responsible?

12. What is communicated internally in terms of CSR?

- What are the core messages / stories?
- To what extent your organisation shares information on CSR to employees? Are all practices communicated or only the ones with an impact on daily work?

13. How is CSR communicated to employees?

- What kind of tools and channels does your organisation use to communicate and train employees in terms of CSR?
- In what ways do you make employees aware and involved in these issues? Why have these channels been chosen?

14. To whom is the internal CSR communication and training directed? (All staff / managers / specific unit / team)?

15. What specific objectives or strategy for either CSR communication in general or internal CSR communication do you have in place?

E. Drivers and importance of internal communication

16. How important do you see the internal communication and training of CSR for your organisation?

- How does your company generate and maintain employee awareness and involvement in CSR?

17. How does your organisation communicate and train CSR activities to employees?

18. What are the benefits / challenges of internal CSR communication?

- What kinds of business impacts can internal CSR communication and training have (if any)?

19. How involved are employees/you in the design of CSR initiatives?

F. The effectiveness and measurement

20. What factors impact the effectiveness of internal CSR communication in your company?

- What can assist or hinder effective CSR communication within the organisation?

21. How does your company follow / measure the effects of internal CSR communication and training?

Is there anything you would like to add or comment on which we have not discussed regarding the management of CSR in your company?

Appendix 2. Consent form

**CONSENT FORM**

Title of research project: Managing Corporate Social Responsibility Knowledge

Name and position of Researcher: Clement Kasongo, Final Year Master's student, Faculty of Social Sciences, Business and Economic, Åbo Akademi University.

1. I confirm that I have read and understood the information sheet for the above study and have had the opportunity to ask questions.

Please initial box

2. I understand that my participation is voluntary and that I am free to withdraw at any time without giving a reason.

3. I agree to take part in the study.

4. I agree to the interview being audio recorded.

Please tick box

Yes

No

☐
☐

5. I agree to the use of anonymised quotes in publications.

☐
☐

Name of participant:

Date:

Signature:

Clement Kasongo (researcher)

Date:

Signature: